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Proposed programme budget for the biennium 2014-2015*

Part IV
International cooperation for development

Section 15
Human settlements

(Programme 12 of the biennial programme plan for the period 2014-2015)**

Contents

		Page
Overview		3
A.	Policymaking organs	13
B.	Executive direction and management	14
C.	Programme of work	22
	Subprogramme 1. Urban legislation, land and governance	22
	Subprogramme 2. Urban planning and design	26
	Subprogramme 3. Urban economy	30
	Subprogramme 4. Urban basic services	33
	Subprogramme 5. Housing and slum upgrading	37
	Subprogramme 6. Risk reduction and rehabilitation	42

* A summary of the approved programme budget will be issued as A/68/6/Add.1.

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Subprogramme 7. Research and capacity development 45

D. Programme support 48

Annexes

I. Organizational structure and post distribution for 2014-2015 51

II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies 52

III. Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015 56

Overview

Table 15.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	21 180 900
Technical adjustments (delayed impact and removal of non-recurrent requirements)	(3 600)
Changes in line with General Assembly resolution 67/248	(564 900)
Changes reflected in the Secretary-General's report on the budget outline for 2014-2015	(67 700)
Total resource change	(636 200)
Proposal of the Secretary-General for 2014-2015[a]	20 544 700

[a] At 2012-2013 revised rates.

Table 15.2 **Post resources**

	Number	*Level*
Regular budget		
Approved posts for the biennium 2012-2013	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL), 23 LL
Redeployment	3	1 P-5 and 1 P-3 from executive direction and management to programme support; 1 P-3 from programme support to subprogramme 3, Urban economy
Abolishment	(2)	1 P-2 under subprogramme 3, Urban economy, and 1 P-4 under subprogramme 7, Research capacity and development
Proposed for the biennium 2014-2015	73	1 USG, 1 D-2, 4 D-1, 9 P-5, 15 P-4, 14 P-3, 4 P-2/1, 2 GS (OL), 23 LL

Overall orientation

15.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the Commission on Human Settlements and the United Nations Centre for Human Settlements (Habitat), including the United Nations Habitat and Human Settlements Foundation, into UN-Habitat. The mandate of UN-Habitat is further derived from other internationally agreed

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NS, National staff; NPO, National Professional Officer; NRL, non-reimbursable loan; OL, Other level; PL, Principal level; RB, regular budget; SS, Security Service; TC, Trades and Crafts; UNV, United Nations Volunteers; XB, extrabudgetary.

development goals, including those contained in the United Nations Millennium Declaration (Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation. Through Assembly resolution 65/1, Member States committed themselves to continue working towards cities without slums, beyond current targets, by reducing slum populations and improving the lives of slum dwellers.

15.2 The Governing Council of UN-Habitat, through its resolution 23/11 of April 2011, requested the Programme to prepare a six-year strategic plan for the period 2014-2019, which forms the basis for the strategic framework and the work programme and budget for the biennium 2014-2015. The plan takes into account the lessons learned from the implementation of the medium-term strategic and institutional plan of 2008-2013 as outlined in a peer review (see para. 15.36 below) and biannual progress reports on the implementation of the plan. The biennial programme plan is aligned to the strategic plan, in line with Governing Council resolution 23/11.

15.3 In the peer review it was recommended that the next Executive Director of UN-Habitat should consider a new organizational structure with the aim of achieving better alignment with the focus areas of the plan. Achievement of results within the focus areas of the plan should be the primary motivation for any such reorganization. UN-Habitat started the review of its organizational structure in February 2011. The new organizational structure took into account the following key recommendations of the peer review: establishment of an organizational structure to better achieve planned results; establishment of a unified planning, monitoring and reporting function; transparent definition of programme priorities; and establishment of an independent evaluation function. The new organization structure is aligned to the programme structure, thus simplifying accounting and reporting and enhancing accountability and transparency.

15.4 The following seven substantive thematic subprogrammes align with the new structure, and their results are delivered by seven different thematic branches, jointly with Regional Offices and the Project Office:

(a) Subprogramme 1: urban legislation, land and governance;

(b) Subprogramme 2: urban planning and design;

(c) Subprogramme 3: urban economy;

(d) Subprogramme 4: urban basic services;

(e) Subprogramme 5: housing and slum upgrading;

(f) Subprogramme 6: risk reduction and rehabilitation;

(g) Subprogramme 7: research and capacity development.

15.5 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with 6 out of every 10 people in the world expected to be residing in urban areas by 2030. Over 90 per cent of this growth will take place in Africa, Asia, Latin America and the Caribbean. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population. The developing countries, many of which are ill-equipped to address these challenges, have to deal with a youth bulge, whereby 60 per cent of their urban inhabitants will be under the age of 18 by 2030. Conversely, most developed countries and countries with economies in transition, as well as

some developing countries, face the challenge of an ageing urban population and declining fertility that requires increased health care, recreation, transportation and other facilities for the elderly.

15.6 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly towards global warming and up to 70 per cent of the world's total greenhouse gas emissions. This negatively affects the world's estimated 1 billion vulnerable slum dwellers who are not adequately protected by construction and land-use planning regulations and who do not possess sufficient resources to improve their own lives. In many developing countries, changes in agricultural productivity are caused by multiple factors, among them climate change-related shifts in weather patterns, underinvestment in agriculture and conflict over scarce resources. These factors are partly responsible for pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

15.7 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater. Between one third and one half of the solid waste generated within most cities in low and middle-income countries is not collected. Worldwide, 2.5 billion people lack basic sanitation and 1.2 billion lack access to safe drinking water. Although the Millennium Development Goals target on drinking water has been achieved, the progress has been uneven, with only 61 per cent of the people in sub-Saharan Africa having access to improved water supply sources, compared with 90 per cent or more in Latin America and the Caribbean, northern Africa and large parts of Asia.

15.8 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects. The slump in economic growth could adversely affect slum upgrading and prevention programmes and urban renewal and poverty reduction initiatives, which traditionally rank low in priority, and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. Unemployment remains high, with the global unemployment rate for 2010 reported as 6.2 per cent and youth unemployment being three times higher than that of adults, globally.

15.9 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Urban poverty is also associated with social exclusion. In some contexts, the presence of displaced populations adds an additional layer of complexity to issues of urban poverty. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

15.10 During the 2014-2015 biennium, UN-Habitat will implement its programme of work through its seven thematic subprogrammes. As the United Nations focal point on human settlements, the Programme will lead advocacy efforts to raise awareness of sustainable urbanization issues; provide evidence-based policy advice; build capacities; develop tools, norms and standards based on best practices; work on demonstration projects; and provide assistance to Governments, local authorities and other public institutions responsible for urban issues. UN-Habitat regional offices will play a critical role in implementing programmes and projects at the country and regional levels, working closely with partners and other United Nations agencies.

15.11 Under subprogramme 1, Urban legislation, land and governance, UN-Habitat will provide policy and operational support to Governments and cities with respect to urban governance, legislation

and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by Member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

15.12 Under subprogramme 2, Urban planning and design, UN-Habitat will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

15.13 Under subprogramme 3, Urban economy, UN-Habitat will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, creation of decent urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

15.14 Under subprogramme 4, Urban basic services, UN-Habitat will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

15.15 Under subprogramme 5, Housing and slum upgrading, UN-Habitat will advocate a twin-track approach that focuses on (a) improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, and (b) implementing citywide and national slum-upgrading programmes that can improve housing conditions and the quality of life in existing slums. The subprogramme will promote the active participation of residents and their grass-roots organizations in the formulation, prioritization, implementation and post-implementation phases of both formal housing development and slum upgrading.

15.16 Under subprogramme 6, Risk reduction and rehabilitation, UN-Habitat will engage in reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme, respectively, in partnership with the United Nations International Strategy for Disaster Reduction and the Making Resilient Cities Campaign. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response. The five key entry points for urban risk reduction and post-crisis reconstruction will be shelter and housing; basic infrastructure and services; land use and tenure; climate change and urban environment; and economic recovery and livelihoods.

15.17 Under subprogramme 7, Research and capacity development, UN-Habitat will monitor the achievement of the slum-related target of the Millennium Development Goals and, in general, the

Habitat Agenda. The *World's Cities Report* will report the results of global monitoring and assessment work to Governments and Habitat Agenda partners. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge and the establishment of urban platforms, the urban observatories that collect and analyse data on indicators. Information and knowledge on best practices and lessons learned in terms of policies, programmes and institutional arrangements that are fit-for-purpose for different urban contexts and urban services delivery systems will be collected and disseminated as part of an agency-wide cross-cutting activity. Data will be collected from programmes implemented by the agency and by Habitat Agenda partners. Such knowledge will be used to inform the design of new programmes by the agency and/or partners, as well as in capacity development and advisory services. Also at the country level, the subprogramme will provide expertise in developing institutional and individual capacities to ensure that the delivery of evidence-based policies and programmes benefit urban stakeholders.

15.18 The six-year strategic plan of UN-Habitat is implemented through the biennial work programmes and resources funded from the regular budget and extrabudgetary resources. All technical cooperation work undertaken by UN-Habitat is fully aligned to and contributes to the planned results or expected accomplishments of the approved biennial work programme. The Programme has put in place mechanisms to strengthen the linkage of all programmes and projects undertaken in the field with the approved work programme and resources funded through regular budget and extrabudgetary resources. Senior managers and the programme advisory groups are accountable for ensuring that there is clear programmatic alignment to planned results and outputs.

15.19 The delivery of the UN-Habitat work programme at the regional and country levels is led by the regional offices, taking into account national priorities highlighted by the country programme documents and national urban policies developed under the guidance of UN-Habitat. Regional offices will operate, where possible, within the United Nations Development Assistance Framework to deliver as one with sister agencies. To ensure that the normative work of UN-Habitat is mainstreamed into technical cooperation activities, relevant thematic branches take an active role in the conceptual development, planning, implementation and evaluation of technical cooperation field projects. Lessons learned from country programmes are also integrated into updated policies and strategies.

15.20 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, and to ensure that women participate in and benefit from UN-Habitat normative and operational programmes on an equal basis, UN-Habitat will assess the gender implications of all planned programmes and work with the Gender Advisory Group to enhance gender-sensitive interventions and policies that support women. The efforts of UN-Habitat in promoting women's access to shelter will continue to be strengthened in line with the 2005 World Summit Outcome (General Assembly resolution 60/1).

15.21 Special attention will also be given to other cross-cutting issues such as youth, human rights, partnerships and climate change. All cross-cutting issues will be mainstreamed throughout the seven subprogrammes, ensuring that all policies, knowledge management tools and operational activities incorporate these issues in their design and implementation. Work on the cross-cutting issues will follow a two-track approach consisting of mainstreaming and issue-specific projects. Mainstreaming of cross-cutting issues will ensure that these issues are integrated in the work of all focus areas, both conceptually and in operational projects. Issue-specific projects will seek to fill identified gaps in the field and will be located in the appropriate subprogramme. Specific normative and operational projects will be located in the most appropriate subprogramme, depending on their substantive content.

15.22 Therefore, the Project Office will be responsible for mainstreaming cross-cutting issues across all seven subprogrammes and for the overall coordination of the project portfolio by supporting implementation of the project management cycle at all stages. It will strengthen the project development and management processes and ensure efficient and effective implementation of the project management cycle as well as increase the impact of UN-Habitat interventions at regional, national and local levels.

15.23 The Project Advisory Group, an in-house peer review mechanism, will ensure that cross-cutting issues are consistently incorporated in all projects at the design stage, during implementation and at completion. Environmental issues considered include ecological impacts, necessary safeguards to prevent negative environmental and social impacts as well as how the ecological environment will be preserved during and after the project. Gender issues focus on the inclusion and participation of women in project implementation, including how the project will improve women's status and gender equality and the benefits they derive from the project, as well as resources set aside for gender issues by the project. Human rights issues considered include safeguards that the project puts in place to ensure that human rights are not violated during implementation of the project (for example through evictions and discrimination) and that indicators are put in place to monitor human rights progress.

15.24 While each branch will lead the implementation of its corresponding subprogramme, all branches will work closely and collaborate in implementing planned activities.

15.25 During the period, UN-Habitat will evaluate a significantly higher proportion of projects and programmes. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum. Special efforts will be made to promote North-South and South-South cooperation and exchange of experiences, as well as triangular cooperation.

15.26 In executing its programme of work, UN-Habitat will cooperate and collaborate with other United Nations entities to deliver its planned global results. It will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, UN-Habitat national forums, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy. The biennial World Urban Forum to be held in 2014 and the World Urban Campaign launched in March 2010 are among the mechanisms for global advocacy on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

15.27 The development of the six-year strategic plan for 2014-2019 was completed in October 2012. The biennial programme plan for 2014-2015 was reviewed by the Committee on Programme Coordination at its fifty-second session, in June 2012, and approved by the General Assembly in December 2012. Therefore, UN-Habitat is proposing to revise the biennial programme plan for the period 2014-2015 in line with resolution 23/11 of its Governing Council for consideration by the Committee on Programme Coordination at its fifty-third session in the context of the consolidated report on the changes to the biennial programme plan as reflected in the programme budget for the biennium 2014-2015.

Overview of resources

15.28 The overall resources proposed for section 15 of the 2014-2015 programme budget amount to $20,544,700 before recosting, reflecting a net decrease of $636,200 (or 3 per cent) compared with the 2012-2013 resources at revised rates. The resource changes result from (a) technical adjustments relating to the removal of non-recurrent requirements; (b) inter-component changes; (c) resource changes in line with General Assembly resolution 67/248; and (d) resource changes reflected in the report of the Secretary-General on the budget outline for 2014-2015.

15.29 The distribution of resources is reflected in tables 15.3 to 15.5 below.

Table 15.3 Financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2010-2011 expenditure[a]	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)*	*New mandates and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report*[b]	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A	Policymaking organs	60.7	71.7	–	–	–	–	–	–	71.7	8.2	79.9
B	Executive direction and management	4 569.3	4 723.8	–	(593.9)	(4.8)	(28.4)	(627.1)	(13.3)	4 096.7	184.5	4 281.2
C	Programme of work											
	1. Urban legislation, land and governance		2 171.0	(3.6)	(11.4)	(1.9)	(10.9)	(27.8)	(1.3)	2 143.2	54.4	2 197.6
	2. Urban planning and design		2 280.1	–	(10.8)	(1.9)	(11.5)	(24.2)	(1.1)	2 255.9	64.3	2 320.2
	3. Urban economy		2 695.6	–	267.7	(215.4)	2.3	54.6	2.0	2 750.2	88.5	2 838.7
	4. Urban basic services		2 098.5	–	(14.0)	(2.4)	(13.9)	(30.3)	(1.4)	2 068.2	83.7	2 151.9
	5. Housing and slum upgrading		846.2	–	(4.2)	(0.7)	(4.6)	(9.5)	(1.1)	836.7	26.0	862.7
	6. Risk reduction and rehabilitation		904.3	–	(5.2)	(1.1)	(6.7)	(13.0)	(1.4)	891.3	38.9	930.2
	7. Research and capacity development		3 856.1	–	(5.0)	(335.0)	1.2	(338.8)	(8.8)	3 517.3	87.1	3 604.4
	Subtotal, C	**17 429.4**	**14 851.8**	**(3.6)**	**217.1**	**(558.4)**	**(44.1)**	**(389.0)**	**(2.6)**	**14 462.8**	**442.9**	**14 905.7**
D	Programme support	362.2	1 533.6	–	376.8	(1.7)	4.8	379.9	24.8	1 913.5	49.6	1 963.1
	Subtotal, 1	**22 421.6**	**21 180.9**	**(3.6)**	**–**	**(564.9)**	**(67.7)**	**(636.2)**	**(3.0)**	**20 544.7**	**685.2**	**21 229.9**

(2) *Extrabudgetary*

		2010-2011 expenditure	*2012-2013 estimate*	*2014-2015 estimate*
A	Executive direction and management	–	29 804.8	23 408.3
B	Programme of work	–	330 020.1	339 552.7
C	Programme support	–	10 952.0	8 326.7
	Subtotal, 2	**426 272.5**	**370 776.9**	**371 287.7**
	Total	**448 694.1**	**391 957.8**	**392 517.6**

[a] Owing to the restructuring of the organization and realignment of resources, the expenditure for the biennium 2010-2011 cannot be broken down at the level of subprogramme.

[b] A/67/529 and Corr.1.

Table 15.4 **Post resources**

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015	2012-2013	2014-2015
Professional and higher								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	1	1	1
D-2	1	1	–	–	4	4	5	5
D-1	4	4	–	–	11	12	15	16
P-5	9	9	–	–	30	29	39	38
P-4/3	30	29	–	–	67	67	97	96
P-2/1	5	4	–	–	11	11	16	15
Subtotal	**50**	**48**	–	–	**124**	**124**	**174**	**172**
General Service								
Other level	2	2	–	–	5	6	7	8
Subtotal	**2**	**2**	–	–	**5**	**6**	**7**	**8**
Other categories								
Local level	23	23	–	–	77	76	100	99
Subtotal	**23**	**23**	–	–	**77**	**76**	**100**	**99**
Total	**75**	**73**	–	–	**206**	**206**	**281**	**279**

Table 15.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Extrabudgetary
A. Policymaking organs	0.3	–
B. Executive direction and management	19.9	6.3
C. Programme of work		
1. Urban legislation, land and governance	10.4	11.9
2. Urban planning and design	11.0	12.7
3. Urban economy	13.4	9.5
4. Urban basic services	10.1	16.5
5. Housing and slum upgrading	4.1	16.5
6. Risk reduction and rehabilitation	4.3	17.5
7. Research and capacity development	17.1	6.9
Subtotal, C	**70.4**	**91.5**
D. Programme support	9.4	2.2
Total	**100.0**	**100.0**

Technical adjustments

15.30 Resource changes reflect the removal of non-recurrent requirements totalling $3,600 relating to furniture and equipment.

New mandates and inter-component changes

15.31 Resources have been redistributed across subprogrammes and various objects of expenditure owing to the reorganization of the programme and the realignment of resources mandated by the Governing Council in its resolution 23/11.

Changes in line with General Assembly resolution 67/248

15.32 Resource changes of $564,900 are proposed in line with General Assembly resolution 67/248. The primary areas of resource changes in the amount of $543,900 are outlined in table 15.6.

Table 15.6 **Primary areas of resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Programme of work** *Subprogramme 3* Abolishment: 1 P-2 (Associate Human Settlement Officer)	**Reduced advisory services** Total net reduction: $543,900 Reduced availability of advisory services on the territorial economic impact of major investments, local economic development approaches and tools on participatory budgeting as well as on infrastructure financing business models and innovation	–	–
2	**Programme of work** *Subprogramme 7* Abolishment: 1 P-4 (Chief of the Best Practices Unit)	**Change of funding modality** Funds for the position of Chief of the Best Practices Unit (P-4) would be drawn from extrabudgetary resources	–	–

Changes reflected in the Secretary-General's report on the budget outline for 2014-2015

15.33 Reductions in line with the report of the Secretary-General on the budget outline (A/67/529 and Corr.1), amounting to $67,700, are shown in table 15.7.

Table 15.7 **Resource changes in line with the Secretary-General's budget outline**

Net reductions in inputs	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
Programme support Reductions: Contractual services Supplies and materials	**Electronic distribution of UN-Habitat publications** Total reduction: $67,700 UN-Habitat would print fewer publications externally and focus on electronic distribution of reports	–	–

Other assessed and extrabudgetary resources

15.34 During the biennium 2014-2015, estimated extrabudgetary resources amount to $371,287,700, or 94.8 per cent of the total resources available to the programme. The extrabudgetary resources are used to support the implementation of the work programme of the United Nations Human Settlements Programme and to finance technical cooperation activities. The increase of $510,800 over the estimates for 2012-2013 will be required mostly for specific technical country-level activities and for specific activities which are part of the work programme of UN-Habitat and derive from its mandate.

Other information

15.35 The monitoring and evaluation functions of UN-Habitat are managed and coordinated by the Evaluation Unit. The Unit, which is organizationally placed under executive direction and management, is tasked with the responsibility of improving monitoring and evaluation systems and coordinating monitoring and evaluation activities that support UN-Habitat in achieving its planned objectives and expected accomplishments and improving its organizational accountability. It is estimated that for the biennium 2014-2015, resources for the conduct of monitoring and evaluation will amount to $3,112,200, representing 48 work-months of staff at the Professional and higher category and 24 work-months at the General Service level, of which $376,800 will be funded from the regular budget and $2,735,400 from extrabudgetary resources.

15.36 A peer review of the implementation of the UN-Habitat medium-term strategic and institutional plan was carried out in 2009 and published in 2010. Most of the key recommendations of the evaluation have since been fully implemented, while the implementation of the rest is nearly completed. Several of the key recommendations that have been implemented relate directly to the recent reorganization of UN-Habitat: the Executive Director of UN-Habitat should consider whether to recommend a change in the organizational structure of UN-Habitat to better align it with the focus areas of the medium-term strategic and institutional plan; strategic planning, performance monitoring and reporting should be coordinated by a central strategic management unit at the highest level of the organization; an independent evaluation unit should be established; and interdivisional collaboration in the delivery of the UN-Habitat programme of work should be strengthened.

15.37 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 15.8 and as detailed in the output information for each subprogramme.

Table 15.8 **Summary of publications**

	2010-2011 actual			*2012-2013 estimate*			*2014-2015 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	1	8	20	6	8	15	–	1	4
Non-recurrent	48	13	97	7	6	166	22	–	55
Total	**49**	**21**	**117**	**13**	**14**	**181**	**22**	**1**	**59**

15.38 Within the United Nations, UN-Habitat will cooperate with the United Nations Environment Programme (UNEP) on urban environment assessments, resource-efficient cities, green buildings and sustainable housing and land: the United Nations Centre for Regional Development on capacity-building for urban planners; the United Nations Framework Convention on Climate Change on urban climate change planning; the Convention on Biological Diversity on cities and

biodiversity; the United Nations Development Programme on local governance issues, training and capacity-building and disaster risk reduction and recovery; the Inter-Agency Secretariat of the International Strategy for Disaster Reduction on disaster risk reduction, the City Resilience Profiling Programme and the "Making Cities Resilient" campaign; the Food and Agriculture Organization of the United Nations on urban and peri-urban agriculture and land; the World Health Organization on urban planning guidelines, urban indigenous peoples, and health issues and the Safer Cities Programme; the United Nations Educational, Scientific and Cultural Organization on urban planning related to cultural heritage sites and migration; and the Department of Economic and Social Affairs of the Secretariat and the regional commissions on follow-up to the United Nations Conference on Sustainable Development; the Office of the United Nations High Commissioner for Refugees (UNHCR) on shelter issues for refugees; the United Nations Children's Fund on urban emergency response strategy and the Safer Cities Programme; the Office for the Coordination of Humanitarian Affairs of the Secretariat on coordination of response to post-crisis emergencies; UN-Women on gender mainstreaming, women's empowerment and the Safer Cities Programme; the United Nations Office on Drugs and Crime on the Safer Cities Programme; the World Bank Institute on slum upgrading and prevention case studies; and the Office of the United Nations High Commissioner for Human Rights on mainstreaming housing rights under the United Nations Housing Rights Programme. UN-Habitat also collaborates with many United Nations entities on United Nations Development Assistance Frameworks.

15.39 To ensure that there is no duplication or overlap in the work programmes of different entities within the Secretariat of the United Nations, the Executive Committee on Economic and Social Affairs shares draft work programmes of different entities and convenes teleconferences to review them and adjust the work programmes as necessary or make arrangements for collaboration.

A. Policymaking organs

Resource requirements (before recosting): $71,700

15.40 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda.

15.41 The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat at Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, as well as the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of Member States as well as Habitat Agenda partners, which comprise local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two working groups hold approximately 72 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives and the Committee's two working groups are serviced by the secretariat of the Governing Council, External Relations and Inter-Agency Affairs Section of UN-Habitat.

Table 15.9 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Regular budget				
Non-post	71.7	71.7	–	–
Total	**71.7**	**71.7**	–	–

15.42 The provision of $71,700 covers overtime requirements for substantive servicing of the meetings of the Governing Council of UN-Habitat ($57,800) and hospitality requirements during its biennial sessions ($13,900).

Outputs

15.43 During the biennium 2014-2015, the following final outputs will be delivered: servicing of intergovernmental and expert bodies (regular budget): substantive servicing of meetings: the policymaking organs coordinate the servicing of the meetings of the Governing Council and those of its intersessional subsidiary body, the Committee of Permanent Representatives, and its working groups, including preparation of documents (72).

B. Executive direction and management

Resource requirements (before recosting): $4,096,700

15.44 Executive direction and management comprises the offices of the Executive Director and the Deputy Executive Director, the Policy and Strategic Planning Unit, the Evaluation Unit, the secretariat of the Governing Council, the Legal Unit, the Office of External Relations and the liaison offices in New York, Brussels and Geneva. The Executive Director provides overall direction on the implementation of the organization's work programme and budget and coordinates its relations with Member States and United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates. Executive direction and management will provide strategic direction in the implementation of the strategic plan for 2014-2019 and provide support to governing bodies, including the Governing Council and the Committee of Permanent Representatives.

15.45 The Policy and Strategic Planning Unit will develop and update key policy and strategic documents, ensuring programmatic and substantive coherence in approaches for addressing emerging urban challenges and opportunities, and also ensuring that these approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. These will be the basis for UN-Habitat inputs to United Nations system-wide policy documents and reports, as well as to General Assembly and Economic and Social Council decisions.

15.46 The Evaluation Unit is now separate from the monitoring function in accordance with the recommendations of various evaluations, including the peer review of 2010 (see para. 15.36 above). The Unit will prepare a biennial evaluation plan, as well as manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure good coverage of the UN-Habitat work programme and thematic priorities. Mandatory evaluations and strategic evaluations prioritized by UN-Habitat, including one biennial evaluation

report, one subprogramme evaluation and evaluations of completed projects with a threshold over $5 million, will be conducted as part of the evaluation plan for 2014-2015. Evaluation findings will be effectively disseminated, while lessons learned and recommendations will be documented and shared. The Unit will establish an evaluation database to track the implementation of evaluation recommendations. The Unit will also build capacity on evaluation processes in the context of results-based management.

15.47 The secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to intergovernmental bodies by the agreed deadlines and that the organization implements decisions of the intergovernmental bodies on time, including resolutions of the Governing Council.

15.48 The Legal Unit will review and provide guidance in the preparation of legal instruments on partnerships, as well as work towards reducing legal disputes through timely and effective review of legal instruments, and also provide clear and comprehensive legal advice to senior management and other staff to minimize the possibility of claims and cases against the organization. The Unit will conduct periodic reviews of legal instruments and tools and update them as necessary, as well as build staff capacity in the use of UN-Habitat legal agreements and instruments.

15.49 The Office of External Relations consists of the Advocacy, Outreach and Communications Branch and the Partnership and Inter-Agency Coordination Branch. They will lead and coordinate external and internal strategic communications, including those related to risk and crisis management, institutional branding and positioning. The office will lead the mobilization of Habitat Agenda partners for the third United Nations conference on housing and sustainable urban development (Habitat III). It will also support, coordinate and monitor the implementation of relevant agency policies and strategies on partnership, advocacy, communications and publishing.

15.50 The Partnership and Inter-Agency Coordination Branch will be the focal point for liaising with the United Nations system and other intergovernmental organizations, and for policy-level coordination of partnerships with Habitat Agenda partners. The office will ensure that major partner groups are kept adequately informed of the activities, policies, programmes and projects of UN-Habitat and seek broader support for and understanding of the Habitat Agenda. It will also coordinate the Programme's engagement with partners, including regional development banks, as well as with other entities within the United Nations system.

15.51 The Advocacy, Outreach and Communications Branch will coordinate and support key advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, the "I'm a City Changer" campaign, World Habitat Day, the Governing Council sessions, national urban forums, national habitat committees and regional ministerial conferences. To this end, it will develop advocacy strategies, guidelines and outreach materials and relevant publications for dissemination through electronic media, the UN-Habitat website and printed material. It will streamline the Programme's public image and key messages, coordinate its publication programme and engage with international media to enhance global awareness of sustainable urbanization issues.

15.52 The UN-Habitat liaison offices in New York, Geneva and Brussels will represent the Programme in United Nations and development partner activities at these locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies and in interdepartmental and inter-agency meetings, providing substantive support in meetings and policy dialogues on human settlements. The offices will also conduct outreach and advocacy activities, including on humanitarian issues, post-crisis reconstruction and rehabilitation.

15.53 The Office of the Executive Director will take a lead role in defining and implementing the Programme's resource mobilization strategy, aimed at enhancing contributions to both core and

earmarked funds. Special attention will be given to mobilizing sustainable and predictable core funds, building on relations with existing donors and seeking to expand the donor base to non-traditional donors, including emerging-economy countries.

Table 15.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To lead and ensure effective implementation of the UN-Habitat mandates and compliance with United Nations policies and procedures in the implementation of the strategic plan for 2014-2019 through the biennial work programme and budget, and in the management of human and financial resources, as well as to improve global awareness of sustainable urban development issues and broaden support and participation of Habitat Agenda partners

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system	(a) Number of reports of the Secretary-General to the General Assembly and Economic and Social Council and other key United Nations system-wide documents integrating UN-Habitat inputs *Performance measures* 2010-2011: 35 policy documents and reports Estimate 2012-2013: 40 policy documents and reports Target 2014-2015: 45 policy documents and reports
(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement	(b) (i) Percentage of accepted evaluation recommendations implemented within planned time *Performance measures* 2010-2011: not available Estimate 2012-2013: 60 per cent of accepted evaluation recommendations Target 2014-2015: 80 per cent of accepted evaluation recommendations (ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations

	Performance measures 2010-2011: not available Estimate 2012-2013: 50 per cent of programme and project managers Target 2014-2015: 65 per cent of programme and project managers
(c) Reduced exposure of UN-Habitat to risks, legal liabilities and claims	(c) Percentage of agreements and legal instruments which exposed the agency to unnecessary risks and liabilities *Performance measures* 2010-2011: 10 per cent Estimate 2012-2013: 5 per cent Target 2014-2015: 0 per cent
(d) Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	(d) (i) Number of new agreements signed with various Habitat Agenda partners, including World Urban Campaign partners *Performance measures* 2010-2011: 276 agreements Estimate 2012-2013: 305 agreements Target 2014-2015: 335 agreements (ii) Number of evidence-based initiatives of/with other United Nations agencies contributing to the promotion of sustainable urban development *Performance measures* 2010-2011: 10 initiatives Estimate 2012-2013: 30 initiatives Target 2014-2015: 50 initiatives (iii) Number of partners actively contributing to and participating in preparatory formal process for Habitat III

	Performance measures 2010-2011: not available Estimate 2012-2013: 50 partners Target 2014-2015: 250 partners
(e) Enhanced awareness and mobilization of the public and the media on sustainable urban development	(e) (i) Number of media articles and electronic debates on sustainable urbanization, UN-Habitat and its platforms and events and on Habitat III *Performance measures* 2010-2011: 37,000 Estimate 2012-2013: 42,000 Target 2014-2015: 45,000 (ii) Number of visitors downloading and reading documents from the websites *Performance measures* 2010-2011: 1,898,660 visitors dowloading documents; 378,505 visitors reading documents Estimate 2012-2013: 2,400,000 visitors downloading documents; 600,000 visitors reading documents Target 2014-2015: 2,800,000 visitors downloading documents; 1,000,000 visitors reading documents (iii) Percentage of updated information on UN-Habitat websites, including agency's portfolio *Performance measures* 2010-2011: 25 per cent Estimate 2012-2013: 50 per cent Target 2014-2015: 90 per cent (iv) Number of key partner countries that undertake awareness-raising activities to promote sustainable urban development

		Performance measures 2010-2011: 79 key partner countries Estimate 2012-2013: 90 key partner countries Target 2014-2015: 100 key partner countries
	(f) Increased core income of UN-Habitat	(f) Amount of core income received by United Nations Habitat and Human Settlements Foundation (general purpose) *Performance measures* 2010-2011: $34 million Estimate 2012-2013: $26 million Target 2014-2015: $46 million

External factors

15.54 The Office of the Executive Director is expected to achieve its objectives and expected accomplishments on the assumption that (a) Member States continue to effectively support UN-Habitat with necessary resources and supportive institutional and policy frameworks; and (b) Governments and other Habitat Agenda partners continue to prioritize human settlement issues.

Outputs

15.55 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: progress report on the implementation of the strategic plan for 2014-2019 (1); reports of the Secretary-General to the General Assembly at its sixty-ninth and seventieth sessions under the agenda item on human settlements (2);

(ii) Economic and Social Council: parliamentary documentation: reports of the Secretary-General to the Economic and Social Council on the coordinated implementation of the Habitat Agenda (2);

(iii) Governing Council of UN-Habitat:

a. Substantive servicing of meetings: twenty-fifth session of the Governing Council (1);

b. Parliamentary documentation: biennial evaluation report for the Governing Council (1); documentation on preparation for the third United Nations conference on housing and sustainable urban development (Habitat III) (7); progress report of the Executive Director on the activities of the United Nations Human Settlements Programme (1); progress report of the Executive Director on Habitat III (6);

(iv) Ad hoc expert groups: annual and regional meetings of the United Nations Advisory Committee of Local Authorities (5); annual reports of the United Nations Advisory Committee of Local Authorities (2); evaluation report of the United Nations Advisory Committee of Local Authorities (1); Global Parliamentarians Conference on

Habitat III (1); organization of round-table meetings for Habitat Agenda partners at the seventh session of the World Urban Forum (6);

(v) Assistance to representatives, rapporteurs: inter-agency meetings and activities and contributions to joint outputs (1); regional ministerial conference (Asia-Pacific Ministerial Conference on Housing and Urban Development) (1); report from the regional ministerial conference (1); inputs to United Nations intergovernmental bodies and coordination mechanisms, including the Commission on Sustainable Development, the United Nations System Chief Executives Board for Coordination (CEB), the United Nations Development Group, the Executive Committee on Economic and Social Affairs, the Inter-agency Standing Committee on Post-War and Disaster Reconstruction and Rehabilitation, the CEB High-level Committee on Programmes and High-level Committee on Management and other United Nations entities (45);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: UN-Habitat annual report (2);

(ii) Non-recurrent publications: various special publications (5);

(iii) Press releases, press conferences: media and social media strategy to support participatory process towards Habitat III (1); media training sessions on urban issues to increase coverage of those issues (4); press conferences, workshops, information and press releases on the UN-Habitat corporate websites (60);

(iv) Special events: "I'm a City Changer" national and city campaigns (4); high-level United Nations inter-agency meetings to support Habitat III conference (2); plan of action for a global urban agenda for Habitat III (1); preparatory committee meetings for Habitat III conference (6); report on the progress of United Nations inter-agency coordination mechanisms (1); special session on the World Urban Campaign for Habitat III at the seventh session of the World Urban Forum (1); strategic meetings with Habitat Agenda partners for Habitat III (4); World Habitat Day global and national celebrations (12); World Urban Campaign plan of action for a global urban agenda for Habitat III (1); World Urban Campaign website as online entry point for urban issues and UN-Habitat platforms (1); seventh session of the World Urban Forum (1);

(v) Technical material: mid-term evaluation of the UN-Habitat partnership strategy (1); revised/reformed accreditation system for Habitat Agenda partners (1); technical reports on city-to-city technical cooperation initiated and facilitated through the United Nations Advisory Committee of Local Authorities (2); UN-Habitat corporate and common database (1); upgraded partners accreditation system (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services to implement national urban campaigns (5); advisory services to strengthen and support multisectoral partnerships in countries and national urban forums (5); annual partners' policy dialogue (2); joint inter-agency coordination mechanism on sustainable urbanization (1);

(ii) Field projects: thematic work programme for urban networks initiated at city level (4); World Urban Campaign cities projects implemented (4);

(d) Conference services, administration, oversight (extrabudgetary):

(i) Overall administration and management: evaluation training (1); legal review and clearance of agreements of cooperation, memoranda of understanding and related

instruments (1); representation of UN-Habitat at the United Nations Dispute Tribunal (1); training workshops on the use of agreements and legal instruments (2);

(ii) Internal oversight services: annual evaluation plan (2); annual survey of programme and project managers on use of evaluation results (2); biennial evaluation report detailing substantive findings from evaluations conducted, lessons learned and status of implementation of recommendations resulting from evaluations conducted (1); online system for sharing of findings, recommendations and lessons learned from evaluations (1); updated evaluation policy and guidelines (1).

Table 15.11 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	4 096.1	3 447.3	17	15
Non-post	627.7	649.4	–	–
Subtotal	**4 723.8**	**4 096.7**	**17**	**15**
B. Extrabudgetary	29 804.8	23 408.3	60	60
Total	**34 528.6**	**27 505.0**	**77**	**75**

15.56 The amount of $3,447,300 for posts, reflecting a decrease of $648,800, would provide for 15 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 1 P-3, 2 General Service (Other level) and 7 Local level) reflected in table 15.11. The decrease under post resources reflects the restructuring of the organization and realignment of resources in 2012-2013 mandated by the Governing Council in resolution 23/11, as a result of which one P-5 and one P-3 are proposed to be redeployed to the Office of Management under programme support.

15.57 The amount of $649,400 for non-post resources would provide largely for other staff costs, travel of staff, general operating expenses and other operational requirements. The increase of $21,700 in non-post resources relates to requirements for consultancy services for the strategic harmonization of the UN-Habitat approach to sustainable development goals, partially offset by reductions in communications costs, printing of fewer publications externally, reduction in usage of paper and supplies and less acquisition of new furniture in line with the Secretary-General's report on the budget outline, as reflected in table 15.7 of the present report.

15.58 During the biennium 2014-2015, expected extrabudgetary resources amounting to $23,408,300 will provide for 60 posts (31 Professional and higher category and 29 General Service and Local level) reflected in table 15.11 and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements. Those resources will also provide, inter alia, for technical cooperation activities, ensuring effective implementation of the UN-Habitat mandates, improving global awareness of sustainable urban development issues and broadening the support and participation of Habitat Agenda partners.

C. Programme of work

Table 15.12 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2012-2013	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
1. Urban legislation, land and governance	2 171.0	2 143.2	7	7
2. Urban planning and design	2 280.1	2 255.9	7	7
3. Urban economy	2 695.6	2 750.2	10	10
4. Urban basic services	2 098.5	2 068.2	9	9
5. Housing and slum upgrading	846.2	836.7	3	3
6. Risk reduction and rehabilitation	904.3	891.3	4	4
7. Research and capacity development	3 856.1	3 517.3	12	11
Subtotal	**14 851.8**	**14 462.8**	**52**	**51**
Extrabudgetary	330 020.1	339 552.7	114	114
Total	**344 871.9**	**354 015.5**	**166**	**165**

Subprogramme 1
Urban legislation, land and governance

Resource requirements (before recosting): $2,143,200

15.59 Substantive responsibility for this subprogramme is vested in the Urban Legislation, Land and Governance Branch.

Table 15.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase access to urban land, the adoption of enabling urban legislation and the establishment of decentralized governance to foster equitable sustainable urban development, including urban safety

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, urban planning and finance	(a) Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance *Performance measures* 2010-2011: not available Estimate 2012-2013: 12 processes Target 2014-2015: 23 processes

(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	(b) Number of programmes to improve security of tenure for the vulnerable groups, including women, youth, indigenous people and minorities, implemented by partner local and national governments and other Habitat Agenda partners *Performance measures* 2010-2011: 2 city programmes, 1 national programme and 1 programme by Habitat Agenda partners Estimate 2012-2013: 5 city programmes, 5 national programmes and 5 programmes by Habitat Agenda partners Target 2014-2015: 10 city programmes, 7 national programmes and 10 programmes by Habitat Agenda partners
(c) Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(c) (i) Number of partner local and national authorities and other Habitat Agenda partners that have adopted the guidelines on decentralization and access to basic services for all *Performance measures* 2010-2011: 57 local and 3 national authorities Estimate 2012-2013: 77 local and 5 national authorities Target 2014-2015: 90 local and 7 national authorities (ii) Number of partner local and national authorities that have adopted local crime prevention strategies *Performance measures* 2010-2011: 2 local and 3 national authorities Estimate 2012-2013: 7 local and 8 national authorities Target 2014-2015: 12 local and 13 national authorities

External factors

15.60 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) Member States remain committed to the resolutions, declarations and action plans that they have endorsed; and (b) there will be minimal changes in Governments and physical environments that could affect the advancement of lawful reforms (e.g. conflicts and major natural disasters).

Outputs

15.61 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Ad hoc expert groups: annual Global Network on Safer Cities advisory group meeting in collaboration with the Office of the Executive Director, External Relations (2); biennial meeting of the partners consultative group of the Global Network on Safer Cities in collaboration with External Relations and Regional Offices (1); expert group meeting on urban legislation for land readjustment, urban governance, urban extension and planning (4); expert group meetings and conferences on improving security of tenure for vulnerable groups (4); mayors' seminar on legal tools and instruments for urban development (1); thematic expert group meetings led by partner platforms on urban safety and gender, youth, policing, armed violence, planning and management (5); meetings on urban governance in service delivery (water, mobility, sanitation, adaptation, youth and land management) in collaboration with subprogramme 4 (7);

(b) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: publication on good urban safety practices and the governance matrix for promotion of urban safety (1); publication on improving multilevel governance coordination and cooperation mechanisms for strengthened urban governance in cities (1); publication on research works, good practices and tools applicable to tenure security (10); publication on urban legislation for land readjustment, urban governance, urban extension and planning (2);

(ii) Special events: regional preparatory meetings for finalization of the United Nations guidelines on safer cities in Africa and Arab States, Asia, Latin America, Europe (in collaboration with the Office of the Executive Director, Regional Offices, Project Office, External Relations and relevant branches and units) (4); dialogue and special events related to governance and urban safety at the seventh session of the World Urban Forum (1);

(iii) Technical material: United Nations guidelines on safer cities (1); urban safety monitor (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: provision of advisory services to countries on the development and implementation of adequate urban legislation (24 countries: 3 by the Regional Office for Latin America and the Caribbean; 2 by the Regional Office for Arab States; 3 by the Regional Office for Asia and the Pacific; 14 by the Regional Office for Africa; and 2 by the Urban Legislation Unit at headquarters); provision of advisory services to national and local land initiatives and programmes aiming at improving security of tenure for vulnerable groups (11 national and local land initiatives: supported: 3 by the Land and Global Land Tool Network Unit at headquarters; 2 by the Regional Office for Arab States; 3 by the Regional Office for Africa; 2 by the Regional Office for Asia and the Pacific; and 1 by the Regional Office for Latin America and the Caribbean); assistance

provided to regional initiatives and programmes aimed at improving security of tenure for vulnerable groups (3 regional land initiatives and programmes supported: 2 by the Land and Global Land Tool Network Unit; and 1 by the Regional Office for Latin America and the Caribbean); technical advice in the area of local government and decentralization (in collaboration with Regional Offices, the Project Office and relevant branches and units) (40); technical advice on decentralization and urban governance supporting implementation of the guidelines on decentralization (15); technical advice supporting implementation of the guidelines on safer cities (15); technical advice on urban safety (in collaboration with Regional Offices, the Project Office, External Relations, relevant branches and units) (20);

(ii) Training courses, seminars and workshops: training and capacity development initiatives to support Governments and key Habitat Agenda partners in developing and implementing urban legislation initiatives (13 initiatives: 1 by the Regional Office for Latin America and the Caribbean; 2 by the Regional Office for Arab States; 6 by the Regional Office for Africa; 2 by the Regional Office for Asia and the Pacific; and 2 by headquarters); training and capacity development initiatives to support Governments and key Habitat Agenda partners in developing and implementing security of tenure programmes (15 initiatives: 4 by the Land and Global Land Tool Network Unit at headquarters and 11 by the Regional Office for Africa); training courses and workshops on governance and decentralization in collaboration with Regional Offices, External Relations, the Research and Capacity Development Branch and other relevant branches and units (9); training courses and workshops for local governments and practitioners on promoting urban safety (6: 2 in Asia, 2 in Africa and 2 in Latin America); workshops on implementing and adapting the guidelines on decentralization and access to basic services for all (3: 2 in Africa and 1 in Arab States); workshops on the guidelines on safer cities (2: 1 in Latin America and 1 in Africa);

(iii) Field projects: field projects in Malawi, Côte d'Ivoire and Benin supporting the adaptation and implementation of the guidelines on decentralization and access to basic services for all (3); field projects supporting capacity of local and national governments and other Habitat Agenda partners to improve governance and decentralization processes (14); field projects supporting the implementation of the guidelines on safer cities in Kenya, South Africa and Colombia (3); field projects supporting urban safety, social cohesion and human security at the local and national levels (19); piloting of tools and approaches and implementation of field projects to improve security of tenure for the vulnerable, including women and youth (14); piloting of tools and approaches and implementation of urban legislation projects to improve urban extension, densification, urban planning and local government finance in selected countries (1);

Table 15.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 940.2	1 940.2	7	7
Non-post	230.8	203.0	–	–
Subtotal	**2 171.0**	**2 143.2**	**7**	**7**
B. Extrabudgetary	35 548.1	44 364.9	12	12
Total	**37 719.1**	**46 508.1**	**19**	**19**

15.62 The amount of $1,940,200 will provide for 7 posts (1 P-5, 2 P-4, 3 P-3, and 1 Local level). The amount of $203,000 in non-post resources will provide for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease of $27,800 in non-post resources is mainly due to reductions related to consultants and experts, communications costs, contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7 of the present report, partially offset by the increase in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.63 During the biennium 2014-2015, expected extrabudgetary resources amounting to $44,364,900, reflecting an increase of $8,816,800, will provide for 12 posts (7 Professional and higher category and 5 Local level) reflected in table 15.14 and the non-post resources to carry out the UN-Habitat programme of work under subprogramme 1 (urban legislation, land and governance). These resources will be used to support projects that bring about upstream systemic changes, as well as those that deliver results such as increased supply of serviced land for the expansion of cities; to provide policy and operational support to Governments and cities on urban legislation, land and governance issues; and to support the development of urban legislation and governance models that are gender-responsive and address land problems equitably, including by promoting international guidelines on decentralization, the strengthening of local authorities and advocating for access to basic services for all as well as social inclusion and participation.

Subprogramme 2
Urban planning and design

Resource requirements (before recosting): $2,255,900

15.64 Substantive responsibility for this subprogramme is vested in the Urban Planning and Design Branch.

Table 15.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	(a) Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities *Performance measures* 2010-2011: not available Estimate 2012-2013: 4 authorities Target 2014-2015: 12 authorities
(b) Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	(b) Number of partner cities that have adopted policies, plans and designs for compact, integrated and connected cities and neighbourhoods *Performance measures* 2010-2011: not available Estimate 2012-2013: 10 partner cities Target 2014-2015: 20 partner cities
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	(c) Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation *Performance measures* 2010-2011: 5 authorities Estimate 2012-2013: 15 authorities Target 2014-2015: 25 authorities

External factors

15.65 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) there is national commitment to urban policy reform for achieving the objective at sufficient scale; (b) cities have financial and technical resources to implement plans and policies; and (c) the evolving international mechanisms to address climate change encourage cities to act on climate change mitigation and adaptation.

Outputs

15.66 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary):

(i) Ad hoc expert groups: expert group meetings on the guidelines on urban and territorial planning, national urban policy, city-region planning, metropolitan planning and public space (6);

(ii) Assistance to representatives, rapporteurs: contribution to the Conference of the Parties to the Convention on Biological Diversity and related activities of the global partnership to mainstream sustainable urban development into the biodiversity agenda (1); contribution to the annual meeting of the working group of the Conferences of Parties to the United Nations Framework Convention on Climate Change (2);

(b) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: documentation on the state of the art in urban planning (1); publication on the results of global seminars on transforming cities through place-making and public space (1); publication with case examples on how urban planning can address climate change challenges (1); review of experiences in national urban policies (1); review of urban policies from a climate change perspective and review of climate change policies from an urban perspective (4);

(ii) Special events: partners meetings on cities and climate change (2); partners meetings on urban and regional planning (4);

(iii) Technical material: normative guidance on how urban and peri-urban agriculture contributes to climate change mitigation and adaptation (1); policy guidance notes on key topics related to cities and climate change (2); policy guidelines and toolkit on key topics related to regional and metropolitan planning (2); toolkit for national urban policy (1); toolkit on place-making and public space (1); guidelines on urban and territorial planning (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on national urban policies, metropolitan and city-region planning and urban green economy issues (8); advisory services on urban environment, urban agriculture, climate change and urban biodiversity issues (8); advisory services on city- and neighbourhood-level planning including planned city extensions and public space planning (8);

(ii) Training courses, seminars and workshops: group training on sustainable planning principles for different groups of stakeholders (planners, leaders, communities) (6); training events at national level, including exchange of best practices with different regional or metropolitan authorities (6); training events on cities and climate change at national level (6); training events for subnational and local government planning officials on sustainable urban patterns and landscape connectivity (2);

(iii) Field projects: field projects on neighbourhood and public space planning: Ecuador, Haiti, Kenya, Mexico (4); field projects on cities and climate change: Bangladesh, Cambodia, Ecuador, Mozambique, Nepal, Myanmar, Pacific subregion, Pakistan, Philippines, Sri Lanka, Uganda, Viet Nam (12); field projects on city-wide planning: Brazil, Bangladesh, Egypt, Haiti, Kenya, Liberia, Libya, Nigeria, Philippines, Rwanda, South Sudan, Sri Lanka, Kosovo, Occupied Palestinian Territory (14); field projects on

planned city extensions: Colombia, Egypt, El Salvador, Kenya, Mozambique, Rwanda (6); field projects on regional planning, city-region planning and metropolitan planning: Colombia, Ecuador, Egypt, Haiti, Lebanon, Mexico, Mozambique, Pakistan, Philippines, Uganda (10); field projects to develop urban low-emission development strategies: Brazil, India, Indonesia, South Africa (4); field projects to implement planning strategies for urban and peri-urban agriculture: Burkina Faso, Nepal, Sri Lanka (3); field projects to support national urban policy development and review: Bangladesh, Colombia, Lebanon, Liberia, Pakistan, Rwanda, Saudi Arabia, South Sudan, Occupied Palestinian Territory (9).

Table 15.16 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 049.3	2 049.3	7	7
Non-post	230 8	206 6	–	–
Subtotal	**2 280.1**	**2 255.9**	**7**	**7**
B. Extrabudgetary	45 745.1	47 115.3	18	18
Total	**48 025.2**	**49 371.2**	**25**	**25**

15.67 The amount of $2,049,300 provides for 7 posts (1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 Local level). The amount of $206,600 in non-post resources will provide for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease of $24,200 mainly relates to reduced requirements under non-post resources for consultants and experts, communications costs, contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7 of the present report, partially offset by the increase in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to governmental authorities.

15.68 During the biennium 2014-2015, expected extrabudgetary resources amounting to $47,115,300, reflecting an increase of $1,370,200, will provide for 18 posts (11 Professional and higher category and 7 Local level) and for non-post resources for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements to carry out the programme of work under subprogramme 2 (urban planning and design) to support governments and cities with tested approaches, guidelines and tools applicable to urban growth and improved sustainability, efficiency and equity through planning and design at all levels and scales. The subprogramme will focus on ensuring that planning and designing contribute to climate change mitigation and adaptation. Within the context of multilevel governance, the subprogramme will promote key principles, including optimizing population and economic density of urban settlements, where appropriate, mixed land use, diversity and better connectivity.

Subprogramme 3
Urban economy

Resource requirements (before recosting): $2,750,200

15.69 Substantive responsibility for this subprogramme is vested in the Urban Economy Branch.

Table 15.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(a) (i) Number of partner cities that prepared local economic development plans *Performance measures* 2010-2011: not available Estimate 2012-2013: 3 partner cities Target 2014-2015: 8 partner cities (ii) Number of partner cities that set priorities based on local economic assessment *Performance measures* 2010-2011: not available Estimate 2012-2013: 5 partner cities Target 2014-2015: 15 partner cities
(b) Improved capacity of targeted cities to adopt urban policies and programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women	(b) Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women *Performance measures* 2010-2011: 4 partner cities Estimate 2012-2013: 10 partner cities Target 2014-2015: 25 partner cities
(c) Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance	(c) Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance

Performance measures

2010-2011: not available

Estimate 2012-2013: 3 partner cities

Target 2014-2015: 5 partner cities

External factors

15.70 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) there is political will and commitment to the successful implementation of city-based strategies and that there will be full participation of all key stakeholders at national, regional and city levels; and (b) there is international recognition of the unique role that cities play in meeting national economic and employment objectives.

Outputs

15.71 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary): ad hoc expert groups: expert group meeting on the economics of urban form: trade-offs in, and economic impact of, urban growth and spatial planning choices (1); expert group meeting on innovative trends and tools of urban development financing in developing countries (1); expert group meeting on using information and communications technology to enhance youth participation in decision-making and urban planning (1);

(b) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: case studies on intermunicipal cooperation for economic development (1); economics of urban form: case studies (1); innovative trends, tools and case studies relating to the financing of urban development (1); innovative ways of financing public space in developing countries: case studies and lessons (1); report on the state of urban youth in Asia, the Middle East and North Africa (1); report on the state of global urban youth (1); the role of municipal companies in urban development and provision and management of services: review of experiences and trends (1); tools and case studies relating to urban regeneration for economic development (1); urban policies supportive of home-based economic activities, with particular focus on women in urban slums (1);

(ii) Special events: a dialogue/round table at the seventh session of the World Urban Forum (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services on: advisory services on alternative economic opportunities in cities with major employer sectors in decline owing to market forces or natural and environmental conditions (1); advisory services on infrastructure financing business models and innovations (10: Africa 3; Asia 3; Arab States 2; Latin America and the Caribbean 2); advisory services on territorial economic impact of major investments (Colombia, Brazil, Mozambique) (3); cost-benefit analysis to support decision-making in planning and infrastructure investments (1); local economic development approaches and tools, and tools for participatory budgeting (10); peer review mechanism for advice and guidance on national and regional state of youth reports (1);

(ii) Training courses, seminars and workshops: group training on local economic assessment and planning within the framework of the achieving sustainable urban development programme (2); group training courses on construction techniques, establishment of small entrepreneurs and promotion of peri-urban agriculture focusing on unemployed youth and women (in Darfur and Blue Nile state of the Sudan) (3);

(iii) Field projects: enhancing access to credit for livelihood and small business development in collaboration with development banks and financial institutions (3 East African countries) (3); establishing and expanding national windows for urban youth opportunities fund (India, Mauritius and Qatar) (4); establishing and strengthening of one-stop youth centres (Brazil, Burkina Faso, Cameroon, Ghana, Rwanda, Nigeria, Uganda, Sudan, Democratic Republic of the Congo, Somalia) (5); field projects supporting economic clusters and value chains with high social impact (Colombia, El Salvador) (1); field projects supporting municipal finance with a focus on revenue enhancement, assets management, creditworthiness and investment planning in four countries of the Achieving Sustainable Urban Development Programme (Colombia, Mozambique, Rwanda, Philippines) (4); field projects on construction techniques, establishment of small entrepreneurs and promotion of peri-urban agriculture focusing on unemployed youth and women (in Darfur and Blue Nile state of the Sudan) (2); field projects supporting strategies to develop local markets, employment and livelihood opportunities with particular focus on agrarian economies and post-crisis conditions (Liberia, South Sudan, Sudan, Somalia) (1); field projects supporting the urban economy component within the framework of the Achieving Sustainable Urban Development Programme (Colombia, Egypt, Mozambique, Rwanda, Philippines) (5); microgrant projects to enhance economic opportunities for youth in partnership with foundations and the private sector, for example Rotary Club and Safaricom (2); strengthening the participation of youth in decision-making and urban planning through the use of information and communications technology and multilevel governance programme (1).

Table 15.18 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	2 366.6	2 426.2	10	10
Non-post	329 0	324 0	–	–
Subtotal	**2 695.6**	**2 750.2**	**10**	**10**
B. Extrabudgetary	30 673.4	35 063.6	14	14
Total	**33 369.0**	**37 813.8**	**24**	**24**

15.72 The amount of $2,426,200 for post requirements, reflecting an increase of $59,600, provides for 10 posts (2 P-5, 2 P-4, 2 P-3, 1 P-2 and 3 Local level). The amount of $324,000 in non-post resources will provide for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The increase under post requirements reflects the redeployment of a P-3 from the Office of Management, under programme support, owing to the reorganization of the programme and the realignment of resources mandated by Governing Council resolution in 23/11, partially offset by the abolition of a P-2 in line with

General Assembly resolution 67/248 as reflected in table 15.6, item 1. In addition, the net decrease of $5,000 under non-post resources is mainly due to reduced requirements for consultants and experts, communications costs, contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7, partially offset by increase in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.73 During the biennium 2014-2015, expected extrabudgetary resources amounting to $35,063,600, reflecting an increase of $4,390,200, will provide for 14 posts (10 Professional and higher category and 4 Local level) and non-post resources to carry out the programme of work under subprogramme 3 (Urban economy). The resources will be used to promote urban strategies and policies that strengthen the capacities of cities to realize their full potential as drivers of economic development and wealth and employment creation. The subprogramme will focus in particular on the formulation and implementation of urban strategies and policies to promote and increase the participation of both men and women and enhance municipal finance and contribute to the creation of decent urban jobs and livelihoods that will increase economic empowerment, especially for youth and women.

Subprogramme 4
Urban basic services

Resource requirements (before recosting): $2,068,200

15.74 Substantive responsibility for this subprogramme is in the Urban Basic Services branch.

Table 15.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase equitable access to urban basic services and improve the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing policies and international guidelines on decentralization and access to basic services for all *Performance measures* 2010-2011: 157 local authorities, 25 national authorities, 3 regional authorities Estimate 2012-2013: 165 local authorities, 27 national authorities, 5 regional authorities Target 2014-2015: 170 local authorities, 30 national authorities, 7 regional authorities

(b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries with a focus on the urban poor	(b) Amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries *Performance measures* 2010-2011: $7.9 million Estimate 2012-2013: $10 million Target 2014-2015: $15 million
(c) Increased use of sustainable urban basic services in partner cities	(c) (i) Percentage of consumers in partner cities with access to sustainable water and sanitation services *Performance measures* 2010-2011: 50 per cent Estimate 2012-2013: 60 per cent Target 2014-2015: 70 per cent (ii) Percentage of households in partner cities using sustainable energy supply *Performance measures* 2010-2011: not available Estimate 2012-2013: 45 per cent Target 2014-2015: 50 per cent (iii) Percentage of population in partner cities using sustainable modes of transport *Performance measures* 2010-2011: 50 per cent Estimate 2012-2013: 55 per cent Target 2014-2015: 60 per cent

External factors

15.75 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) there will be continued interest and willingness by development agencies, financial institutions, national Governments and the private sector to support the development and implementation of policies for increasing equitable access to sustainable urban basic services, including safe drinking water, adequate sanitation, waste collection and management, domestic energy and sustainable transport; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

Outputs

15.76 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): assistance to representatives, rapporteurs: assistance to the Advisory Group on Energy and Climate Change (1); assistance to the Secretary-General's technical working group on sustainable transport (1); assistance to UN-Energy (1); assistance to UN-Water (1); assistance to the Open Working Group on Sustainable Development Goals for energy, sustainable transport, water and sanitation and wastewater (1);

(b) Other substantive activities (regular budget): non-recurrent publications: annual report on the state of urban basic services (2); contribution to the World Water Development Report (1); guide on financing of basic services (1); guide on regulation of basic services (1); guide on urban planning, design, public space and basic services (1); publication on mobility in the future city (1); publication on resilient cities and basic services (1); publication on state of the art in city drainage (1); report on lessons learned in urban basic services projects (2);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on the development of institutional organizational arrangements for a utility in Iraq and strategies for improved public participation and customer orientation in water and sanitation services developed under the Regional Office for Arab States (2); advisory services to the Government of Kenya on the formulation of a water and sanitation investment plan for the town of Kisumu (4); advisory services to one country by the Regional Office for Africa on using sustainable modes of transport (4); advisory services on human values-based water, sanitation and hygiene education in Nepal, Laos, India and China (1); advisory services on analysis and updating of solid waste management strategy, policy and design of capital investment plans under the Regional Office for Arab States (1); advisory services to Somalia on policy implementation (1); advisory services on street planning and design and integration of public transport with walking and cycling in Africa (1); advisory services on urban energy to partner countries in Africa, Asia and Latin America and Caribbean regions (12); advisory services on urban mobility to partner countries in Africa and Asia regions (30); advisory services on urban waste management to partner countries in Africa, Asia and Latin America and Caribbean regions (12); advisory services on urban water and sanitation in Laos, Cambodia, Viet Nam, India, Nepal, Bangladesh and Bhutan (1); advisory services on urban water and sanitation to partner countries in Africa, Asia and Latin America and Caribbean regions (20); advisory services to 13 African countries on urban basic services by Regional Office for Africa (40); advisory services to countries of Latin America and the Caribbean to support urban basic services (6); advisory services to the five countries of the East African Community on the formulation of the third phase of Lake Victoria water and sanitation for African Development Bank funding (6); advisory services to the Government of South Sudan and the 10 State Governments on water sector reform (4); advisory services to the Government of the United Republic of Tanzania on the organizational arrangements for the implementation of a water and sanitation programme in the city of Mwanza and four satellite towns (4); strategic urban plans for small cities in Egypt under the Regional Office for Arab States (1); wastewater management in Laos, Cambodia and Viet Nam (1);

(ii) Training courses, seminars and workshops: group training in the framework of the Achieving Sustainable Urban Development Programme in Egypt (2); group trainings on

strategic urban plans for small cities in Egypt under the Regional Office for Arab States (2); training and knowledge dissemination events on urban energy in Africa, Asia and Latin America and Caribbean regions (12); training and knowledge dissemination events on urban mobility in Africa, Asia and Latin America and Caribbean regions (6); training and knowledge dissemination events on urban water and sanitation in Africa, Asia and Latin America and Caribbean regions (6); training and knowledge dissemination on street planning, design and integration of cycling and walking with public transport in Africa (Senegal, Togo, Cameroon, Burkina Faso, Rwanda, Mozambique, Kenya, Uganda, Ethiopia) and Asia (Nepal, Laos, China, India, Mongolia) (1); training events under the Regional Office for Africa (11); training/workshops under Regional Office for Latin America and the Caribbean and Regional Office for Africa at national level, including exchange of best practices with different countries or municipalities and at local level (8);

(iii) Field projects: field project aimed at promoting sustainable transport in Nigeria under Regional Office for Africa (1); field project aimed at strengthening the capacity of local, and national authorities in Latin America under Regional Office for Latin America and the Caribbean (3); field project aimed at improving access to urban basic services at city and regional levels in Asia and Pacific region (national Governments of Bhutan, Myanmar, Philippines, Mongolia, and Japan (1); field project in the use of modern energy in Somalia (1); field project on strategic urban plans for small cities in Egypt under Regional Office for Arab States (1); field projects on access to basic services in Somalia (15); field projects on access to basic shelter, social services and infrastructure in selected urban areas through demonstration interventions, by applying woodless construction technologies and more appropriate standards for flood-risk reduction under Regional Office for Arab States (5); field projects on investment in urban basic service to Somalia (7); field projects on promoting access to energy, energy efficiency and renewable energy in Africa, Asia, Latin America and the Caribbean (waste to energy in public institutions: transforming municipal waste into energy; biogas in prisons, schools etc. (Mali, Kenya, Philippines); promoting access to clean energy for sustainable urban development in Chad; development of the Ibadan-Abidjan urban energy corridor for sustainable urbanization, economic growth and poverty eradication; housing and basic infrastructure development for climate change adaptation in Cameroon) (6); field projects on rapid planning for better environmental resource management and energy supply/energy efficiency (1); field projects on the use of sustainable urban basic services in partner cities in Somalia (15); field projects on urban basic services aimed at strengthening capacity of local, regional and national authorities in Africa under Regional Office for Africa (8); field projects to decentralize basic services delivery in support of community-based solid waste management systems on local level for selected location in Iraq under Regional Office for Arab States (2); field projects under sustainable mobility in cities programme comprising sustainable transport for East Africa, sustainable mobility in West African Cities, sustainable mobility in Asia and sustainable mobility in Latin America and the Caribbean (11); field projects under the water and sanitation for cities programme to foster innovative approaches to improved access to water and sanitation, improved capacity of service providers and continued policy dialogue in Africa, Asia and Latin America and Caribbean regions (capacity-building for the African Development Bank-funded Lake Victoria water and sanitation programme in 15 towns in East Africa; water and sanitation development in 20 small towns in South Sudan; technical support for the implementation of the European Investment Bank-funded water and sanitation programme in Mwanza City, United Republic of Tanzania; Lake Tanganyika water supply, sanitation and environmental

management programme; school and community water and sanitation projects in India, Nepal, Pakistan, Bangladesh and Sri Lanka; Global Sanitation Fund project in Nepal; strengthening capacity of policymakers and planners for wastewater management in Laos, Cambodia and Viet Nam; Mekong Region Water and Sanitation Initiative (phase II)) (8); projects aimed at leveraging investments into urban basic services in Africa under the Regional Office for Africa (3); projects aimed at leveraging investments into urban basic services under the water and sanitation for cities programmes in Africa, Asia and Latin America and the Caribbean (17).

Table 15.20 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	1 802.3	1 802.3	9	9
Non-post	296 2	265 9	–	–
Subtotal	**2 098.5**	**2 068.2**	**9**	**9**
B. Extrabudgetary	87 346.8	61 287.8	14	14
Total	**89 445.3**	**63 356.0**	**23**	**23**

15.77 The amount of $1,802,300 would provide for 9 posts (1 P-5, 1 P-4, 2 P-3, 1 P-2 and 4 Local level). The amount of $265,900 for non-post resources, reflecting a net decrease of $30,300, would provide for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease is mainly due to the reduced requirements for consultants and experts, communications costs and contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in the table 15.7, partially offset by increases in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.78 During the biennium 2014-2015, expected extrabudgetary resources amounting to $61,287,800, reflecting a decrease of 26,059,000, will provide for 14 posts (11 Professional and higher category and three Local level) and non-post resources to carry out the programme of work under subprogramme 4 (Urban basics services) to strengthen policies and institutional frameworks for expanding equitable access to urban basic services, especially for the poor, and to provide policy and technical support to partner countries and local authorities in the areas of water and sanitation, urban waste management, urban mobility and urban energy.

Subprogramme 5
Housing and slum upgrading

Resource requirements (before recosting): $836,700

15.79 Substantive responsibility for this subprogramme is vested in the Housing and Slum Upgrading Branch.

Table 15.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase access to adequate housing, improve the standard of living in existing slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated	(a) (i) Number of local, regional, national and supra-national authorities and partners that have joined the Global Housing Strategy *Performance measures* 2010-2011: 4 national authorities Estimate 2012-2013: 10 national authorities Target 2014-2015: 15 national authorities (ii) Number of partner countries that are working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced evictions *Performance measures* 2010-2011: 28 partner countries Estimate 2012-2013: 30 partner countries Target 2014-2015: 32 partner countries (iii) Number of countries that are implementing sustainable building codes and regulations *Performance measures* 2010-2011: 1 country Estimate 2012-2013: 2 countries Target 2014-2015: 3 countries
(b) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented	(b) (i) Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented

	Performance measures 2010-2011: 3 strategies and programmes Estimate 2012-2013: 9 strategies and programmes Target 2014-2015: 15 strategies and programmes (ii) Increased number of partner national authorities commencing the implementation of slum upgrading programmes *Performance measures* 2010-2011: 12 national authorities and 29 cities Estimate 2012-2013: 21 national authorities and 42 cities Target 2014-2015: 30 national authorities and 55 cities
(c) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are mainstreamed and implemented at city and community levels	(c) Number of city and community development plans formulated and implemented on the basis of the national housing, slum upgrading and prevention strategies and programmes *Performance measures* 2010-2011: 1 development plan Estimate 2012-2013: 2 development plans Target 2014-2015: 4 development plans

External factors

15.80 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) risks associated with changes in government which could potentially slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidance and recommendations provided; and (c) human and financial resources are made available for the implementation of activities.

Outputs

15.81 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary): ad hoc expert groups: expert group meeting on housing reforms and policies (1); mayors' priorities expert group meeting on housing and slum upgrading (1);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: annual report documenting cases of forced evictions and alternative approaches to forced evictions (1);

(ii) Non-recurrent publications: Global Housing Strategy to the Year 2025 publication on housing and planning public space, mixed use and density; housing finance innovations; housing legislation innovations; and slum upgrading: the role of public space as a driver for upgrading country experiences (1); institutional and financial frameworks for slum upgrading in the Greater Cairo Region of Egypt in collaboration with the Research and Capacity Development Unit (1); publication on housing reform policies and programmes implemented (Regional Office for Arab States) (1); socioeconomic impact assessment for mega-project in Egypt as part of the policy and technical support provided by UN-Habitat (1);

(iii) Technical material: Global Housing Strategy to the Year 2025, development of various guidelines for partners in developing and implementing strategies (1); guide on affordable housing policies and programmes (2);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on housing reforms and policies under the Regional Office for Arab States (11), Regional Office for Africa (1), Regional Office for Latin America and the Caribbean (11) and Regional Office for Asia and the Pacific (ROAP) (11); advisory services on strengthening capacity of targeted vulnerable groups to improve their living conditions under the Regional Office for Asia and the Pacific, Regional Office for Arab States, Regional Office for Africa and Regional Office for Latin America and the Caribbean (18); advisory services on housing reforms and policies in Somalia (13); advisory services on slum upgrading and prevention for 41 countries (1); advisory services on sustainable building codes under the Regional Office for Africa, Regional Office for Asia and the Pacific and Regional Office for Latin America and the Caribbean (7); advisory services to improve the standard of living of vulnerable groups in countries in the Arab States and Latin American and the Caribbean (23);

(ii) Training courses, seminars and workshops: training seminars on housing policies in five countries (Afghanistan, Burkina Faso, Ethiopia, Haiti, Senegal) (5); training on housing reforms and policies in six countries (Afghanistan, Burkina Faso, Ethiopia, Haiti, Senegal, Sudan) (6); training on slum upgrading and prevention for 41 countries (41); training on strengthening capacity of targeted vulnerable groups to improve their living conditions in Antigua and Barbuda, Burundi, Cape Verde, Congo, Côte d'Ivoire, Gambia, Madagascar, Malawi, Mali, Mauritius, Nigeria, Uganda, Haiti, Jamaica, Trinidad and Tobago, Fiji, Papua New Guinea and Solomon Islands (18); training course on sustainable building codes (1); training services to improve the standard of living of vulnerable groups (participatory slum upgrading programme, phase 2) in Antigua and Barbuda, Burundi, Cape Verde, Congo, Côte d'Ivoire, Gambia, Madagascar, Malawi, Mali, Mauritius, Nigeria, Uganda, Haiti, Jamaica, Trinidad and Tobago, Fiji, Papua New Guinea and Solomon Islands (18);

(iii) Field projects: field projects on sustainable building codes and standards in three countries by the Housing and Slum Upgrading Branch (Ecuador, Kenya, Philippines) (3), seven countries by the Regional Office for Asia and the Pacific (Afghanistan, Bangladesh, Fiji, Nepal, Pakistan, Sri Lanka, Viet Nam) (7), one country by the Regional Office for Latin America and the Caribbean (Colombia) (1) and one country by the Regional Office for Africa (South Sudan) (1); field projects on slum upgrading and prevention in 41

countries, including four countries not part of the participatory slum upgrading programme (Bangladesh, Somalia, South Sudan and Sri Lanka) (41); field projects on strengthening capacity of targeted vulnerable groups to improve their living conditions in Somalia (2); field projects on strengthening capacity of targeted vulnerable groups to improve their living conditions in Antigua and Barbuda, Burundi, Cape Verde, Republic of the Congo, Côte d'Ivoire, Gambia, Madagascar, Malawi, Mali, Mauritius, Nigeria, Uganda, Haiti, Jamaica, Trinidad and Tobago, Fiji, Papua New Guinea and Solomon Islands (18); field projects to improve the standard of living of vulnerable groups in Liberia, South Sudan, Iraq, Libya, the Sudan, Afghanistan, Bangladesh, Myanmar, Pakistan, Solomon Islands, Sri Lanka and Haiti (12); project on housing reforms and policies under the Regional Office for Asia and the Pacific (Fiji, Papua New Guinea and Solomon Islands, Tuvalu, Vanuatu and Viet Nam) (5) and the Regional Office for Latin America and the Caribbean (Jamaica) (1).

Table 15.22 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	747.4	747.4	3	3
Non-post	98 8	89 3	–	–
Subtotal	**846.2**	**836.7**	**3**	**3**
B. Extrabudgetary	41 582.4	60 960.9	21	21
Total	**42 428.6**	**61 797.6**	**24**	**24**

15.82 The amount of $747,400 would provide for 3 posts (2 P-4 and 1 Local level). The amount of $89,300 for non-post resources, representing a net decrease of $9,500, would provide primarily for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease is mainly due to reductions in requirements for consultants, communications costs and contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7, partially offset by increases in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.83 During the biennium 2014-2015, expected extrabudgetary resources amounting to $60,960,900, reflecting an increase of $19,378,500, will provide for 21 posts (15 Professional and higher category and 6 Local level) and non-post resources to carry out the programme of work under subprogramme 5 (housing and slum upgrading) with a view to achieving the goals of the Millennium Declaration and the Johannesburg Plan of Implementation relating to slums. The resources will be used to assist Member States in analysing their housing policies and formulating housing strategies and interventions that are gender-responsive. The subprogramme will focus on improving the supply and affordability of serviced land and new housing opportunities on a scale sufficient to curb the growth of slums and the creation of new ones, as well as implementing national and citywide slum upgrading programmes to improve housing conditions and the quality of living conditions in existing slums.

Subprogramme 6
Risk reduction and rehabilitation

Resource requirements (before recosting): $891,300

15.84 Substantive responsibility for this subprogramme is vested in the Risk Reduction and Rehabilitation Branch.

Table 15.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and to undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans *Performance measures* 2010-2011: 6 local, regional and national authorities and 2 partner organizations Estimate 2012-2013: 21 local, regional and national authorities and 6 partner organizations Target 2014-2015: 36 local, regional and national authorities and 10 partners
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) (i) Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction *Performance measures* 2010-2011: not available Estimate 2012-2013: 60 per cent Target 2014-2015: 65 per cent (ii) Percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction

	Performance measures 2010-2011: not applicable Estimate 2012-2013: 80 per cent Target 2014-2015: 90 per cent
(c) Shelter rehabilitation programmes in crisis responses have contributed to sustainable and resilient cities and other human settlements	(c) (i) Percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing *Performance measures* 2010-2011: not available Estimate 2012-2013: 40 per cent Target 2014-2015: 45 per cent (ii) Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing *Performance measures* 2010-2011: not available Estimate 2012-2013: 80 per cent Target 2014-2015: 90 per cent

External factors

15.85 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) risks associated with changes in government which could potentially slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidance and recommendations provided; and (c) human and financial resources are made available for the implementation of activities.

Outputs

15.86 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary): assistance to representatives, rapporteurs: Executive Committee on Humanitarian Affairs meetings (1); follow-up meetings on Hyogo Framework (1); Inter-Agency Standing Committee meetings (1);

(b) Other substantive activities (extrabudgetary):

(i) Non-recurrent publications: annual review of post-crisis shelter projects (2); annual review of shelter rehabilitation and settlements reconstruction interventions (2); annual review of urban risk reduction policies, strategies and programmes (2); biennial report on trends in shelter rehabilitation and settlements reconstruction (1); biennial report on trends in urban risk reduction and resilience (1);

(ii) Special events: A dialogue/round table at the seventh session of the World Urban Forum, organized with other branches, on the importance of maintenance of infrastructure and public space for urban resilience (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on shelter rehabilitation (6); advisory services on urban risk reduction (6); urban advisory services in emergency operations (depending on emergencies) (1);

(ii) Training courses, seminars and workshops: group training course on settlements recovery and reconstruction (2); group training course on shelter rehabilitation (2); group training course on urban risk and resilience (2);

(iii) Field projects: regional and field projects on settlements recovery and reconstruction under the Regional Office for Africa (4), Regional Office for Arab States (2), Regional Office for Asia and the Pacific (8) and Regional Office for Latin America and the Caribbean (3) (17); regional and field projects on shelter rehabilitation under the Regional Office for Africa (3), Regional Office for Arab States (1), Regional Office for Asia and the Pacific (5) and Regional Office for Latin America and the Caribbean (3) (12); regional and field projects on urban risk reduction under the Regional Office for Africa (3), Regional Office for Arab States (2), Regional Office for Asia and the Pacific (8) and Regional Office for Latin America and the Caribbean (2) (15).

Table 15.24 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	772.3	772.3	4	4
Non-post	132.0	119.0	–	–
Subtotal	**904.3**	**891.3**	**4**	**4**
B. Extrabudgetary	72 564.1	64 975.5	21	21
Total	**73 468.4**	**65 866.8**	**25**	**25**

15.87 The amount of $772,300 would provide for 4 posts (1 P-4, 1 P-3 and 2 Local level). The amount of $119,000 for non-post resources, reflecting a net decrease of $13,000, would provide primarily for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease is mainly due to reduction in requirements for consultants, communications costs and contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7, partially offset by increases in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.88 During the biennium 2014-2015, expected extrabudgetary resources amounting to $64,975,500, reflecting a decrease of $7,588,600, will provide for 21 posts (16 Professional and higher category, 2 General Service (Other level) and 3 Local level) and non-post resources to carry out the programme of work under subprogramme 6 (risk reduction and rehabilitation) on reducing urban risk and responding to crises through its Resilient Cities and Settlements Recovery Programme.

The subprogramme will focus on crisis-affected cities in terms of disaster prevention and disaster response and will ensure equitable access to programme benefits. Efforts will be made to create conditions that support the participation of women and other vulnerable groups.

Subprogramme 7
Research and capacity development

Resource requirements (before recosting): $3,517,300

15.89 Substantive responsibility for this subprogramme is vested in the Research and Capacity Development Branch.

Table 15.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the national, local and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Number of urban observatories using UN-Habitat monitoring tools, methods and data *Performance measures* 2010-2011: 254 urban observatories Estimate 2012-2013: 274 urban observatories Target 2014-2015: 300 urban observatories (ii) Number of partner national statistical offices producing urban data and indicators *Performance measures* 2010-2011: 10 partner national statistical offices Estimate 2012-2013: 15 partner national statistical offices Target 2014-2015: 35 partner national statistical offices
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation

	Performance measures 2010-2011: 300 local and 30 national governments Estimate 2012-2013: 400 local and 40 national governments Target 2014-2015: 500 local and 50 national governments (ii) Number of partner countries producing national cities reports to enhance local and national policy planning *Performance measures* 2010-2011: 5 partner countries Estimate 2012-2013: 10 partner countries Target 2014-2015: 20 partner countries
(c) Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes	(c) (i) Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes *Performance measures* 2010-2011: not available Estimate 2012-2013: 10 authorities Target 2014-2015: 15 authorities (ii) Increased number of policies and programmes utilizing evidence-based information *Performance measures* 2010-2011: not available Estimate 2012-2013: 10 policies and programmes Target 2014-2015: 15 policies and programmes

External factors

15.90 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) Governments and partners will recognize the urgent need to respond to urbanization challenges, understanding the need for better knowledge and information to support decision-making; (b) central and local authorities support the creation and maintenance of urban

monitoring systems and capacity development institutions and actions; and (c) Member States request technical and advisory and capacity development services and act upon recommendations.

Outputs

15.91 During the biennium 2014-2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (extrabudgetary): ad hoc expert groups: Dubai Best Practices Award jury and technical advisory committee meetings (2); Rafik Hariri Award jury (1); Shaikh Khalifa Award jury (1);

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: UN-Habitat flagship report (1);

(ii) Non-recurrent publications: abridged edition of UN-Habitat flagship report (1); research paper on urban futures (1); report on the state of country cities (4); 2015 report on the state of eco-region cities (1); 2015 report on the state of Eurasian cities (1); 2014 report on the state of European cities (1); urban papers in preparation for Habitat III conference (5);

(iii) Special events: special event on public space and connectivity (1); training event on sustainable urban development, city prosperity index, urban income inequalities, citywide slum upgrading and housing the poor in Africa with Habitat Agenda partners at the seventh session of the World Urban Forum (1);

(iv) Technical material: 2015 atlas of human settlements (1); best practices database, new edition (1); capacity-building tools for local governments and training institutions on sustainable urbanization (3); possible capacity-building tool on planning, climate change, youth and slum upgrading (1); prosperity index of 200 cities (1); database on UN-Habitat partner cities, with research on their governance structures (1); geo-survey on public space (1); geo-survey on urban connectivity (1); global urban indicators database 2014 (1); guide for local urban observatory (1); online training management tool (1); regional urban indicators for Habitat III (5); training package on housing the urban poor (1); UN-Habitat urban futures manual at the seventh session of the World Urban Forum (7); urban futures manual, city prospective analysis (1); fourth version of the Urban Info database system (1); world atlas of slum evolution (1);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory services on capacity-building (4); advisory services to national and local governments on future visioning (4); centre of urban studies and training (1); contribution to technical and capacity development assistance in the field of sustainable urban development to the United Nations Decade on Education on Sustainable Development, the Learning Cities Index and the City Prosperity Index (1);

(ii) Training courses, seminars and workshops: capacity self-assessment for local government training institutions (1); field staff training and urban dialogues series (2); regional workshops in Africa and Asia (2); training workshops on sustainable urban development for local government and Habitat Agenda partners in Asia, Africa and Latin America (2); workshops on education and universities curriculum development for 40 persons (2);

(iii) Field projects: capacity-building programmes on climate change, urban economy, leadership and decentralization in collaboration with relevant branches (2); strengthening urban education, research and links with universities through the Habitat

Partner University Initiative (1); support to the Province of Gangwong international urban training centre (1); urban futures demonstration projects (2).

Table 15.26 **Resource requirements: subprogramme 7**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
A. Regular budget				
Post	3 464.2	3 132.7	12	11
Non-post	391 9	384 6	–	–
Subtotal	**3 856.1**	**3 517.3**	**12**	**11**
B. Extrabudgetary	16 560.2	25 784.7	14	14
Total	**20 416.3**	**29 302.0**	**26**	**25**

15.92 The amount of $3,132,700 for post resources, reflecting a decrease of $331,500, would provide for 11 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 2 P-2 and 1 Local level). The decrease reflects the abolition of a P-4 post in line with General Assembly resolution 67/248 as reflected in table 15.6, item 2.

15.93 The amount of $384,600 for non-post resources, reflecting a net decrease of $7,300, would provide for consultants and experts, travel of staff, contractual services, general operating expenses and other operational requirements. The net decrease under non-post resources is mainly due to reductions in communications costs and contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7, partially offset by increases in the rates of common services provided to the organization by the United Nations Office at Nairobi and travel of staff to provide advisory services to government authorities.

15.94 During the biennium 2014-2015, expected extrabudgetary resources amounting to $25,784,700, reflecting an increase of $9,224,500, will provide for 14 posts (10 Professional and higher category and 4 Local level) reflected in table 15.26 and non-post resources to carry out the programme of work under subprogramme 7 (research and capacity development). The resources will be used to collect, synthesize and translate data into knowledge that subsequently supports the formulation of more informed policies through capacity development and on-the-job technical advisory services. The subprogramme will monitor progress made towards the achievement of the slum-related target of the Millennium Development Goals and the Habitat Agenda and report the results through its flagship reports and its Urban Indicators Programme, which will include gender perspectives where appropriate. The subprogramme will also provide expertise in developing institutional and individual capacities for evidence-based gender-responsive policies and programmes that benefit urban stakeholders.

D. Programme support

Resource requirements (before recosting): $1,913,500

15.95 The programme support component will strive towards strengthening organizational accountability and financial resources and systems management for effective delivery of the work programme and budget. The programme support will be delivered by the Office of Management, which will coordinate financial management and control, resource management and administration and

business processes and quality assurance functions comprising results-based management, programme planning, monitoring and reporting. The Office of Management will work closely with the United Nations Office at Nairobi on issues of financial management and control, human resource management and administration, business guidelines and processes and project and administrative services for regional and field offices, among other things.

Outputs

15.96 During the biennium 2014-2015, the following final outputs will be delivered: conference services, administration, oversight (regular budget and extrabudgetary):

(a) Overall administration and management: full implementation of the International Public Sector Accounting Standards (IPSAS) (1);

(b) Human resources management: enhanced skills database incorporating the skills of core staff, project staff and consultants, with tools to match skills to projects and identify skills gaps (1); integrated capacity-building programme in results-based planning, programme management, monitoring and evaluation (training seminars, mentoring and systematic on-the-job learning) (2); periodic reports on human resources (4);

(c) Programme planning, budget, accounts: allotment authorization for extrabudgetary resources (8); strategic framework for 2016-2017 (1); biennial work programme and budget for 2016-2017 (1); budget performance reports and financial forecasts (8); budgetary control and support of core and extrabudgetary resources (1); regular comprehensive financial reports for the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners for the biennium 2014-2015 (30); reporting module to generate mandatory reports to key stakeholders including the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners (1); supporting documentation for the intergovernmental processes (Committee on Programme Coordination and Advisory Committee on Administrative and Budgetary Questions) (2); UN-Habitat annual workplans (2); updated results-based management tools (1);

(d) Central support services: automation of streamlined business process to support organizational accountability, transparency and efficiency (1); information and communications technology infrastructure and technical support to facilitate implementation of the operational requirements of UN-Habitat (1); knowledge management tools to inform decision-making and support organizational learning and knowledge-sharing among partners (1); monthly assessment and tracking of progress made towards the implementation of recommendations (1); quarterly reports on the implementation of audit recommendations (8); streamlined administrative and financial procedures and business processes (1); system of policies, procedures and automation tools to promote faster project approvals and implementation (1); technical support to managers to ensure effective and timely implementation of recommendations (1); updated information and communications technology and knowledge management strategies (2);

(e) Internal oversight services: annual progress report on implementation of six-year strategic plan and work programme (2); programme performance report for the biennium 2014-2015 (1); results-based management internal capacity assessment report (1); senior management programme review report (4).

Table 15.27 **Resource requirements: programme support**

Category	Resources (thousands of United States dollars) 2012-2013	Resources (thousands of United States dollars) 2014-2015 (before recosting)	Posts 2012-2013	Posts 2014-2015
A. Regular budget				
Post	1 435.3	1 812.1	6	7
Non-post	98.3	101.4	–	–
Subtotal	**1 533.6**	**1 913.5**	**6**	**7**
B. Extrabudgetary	10 952.0	8 326.7	32	32
Total	**12 485.6**	**10 240.2**	**38**	**39**

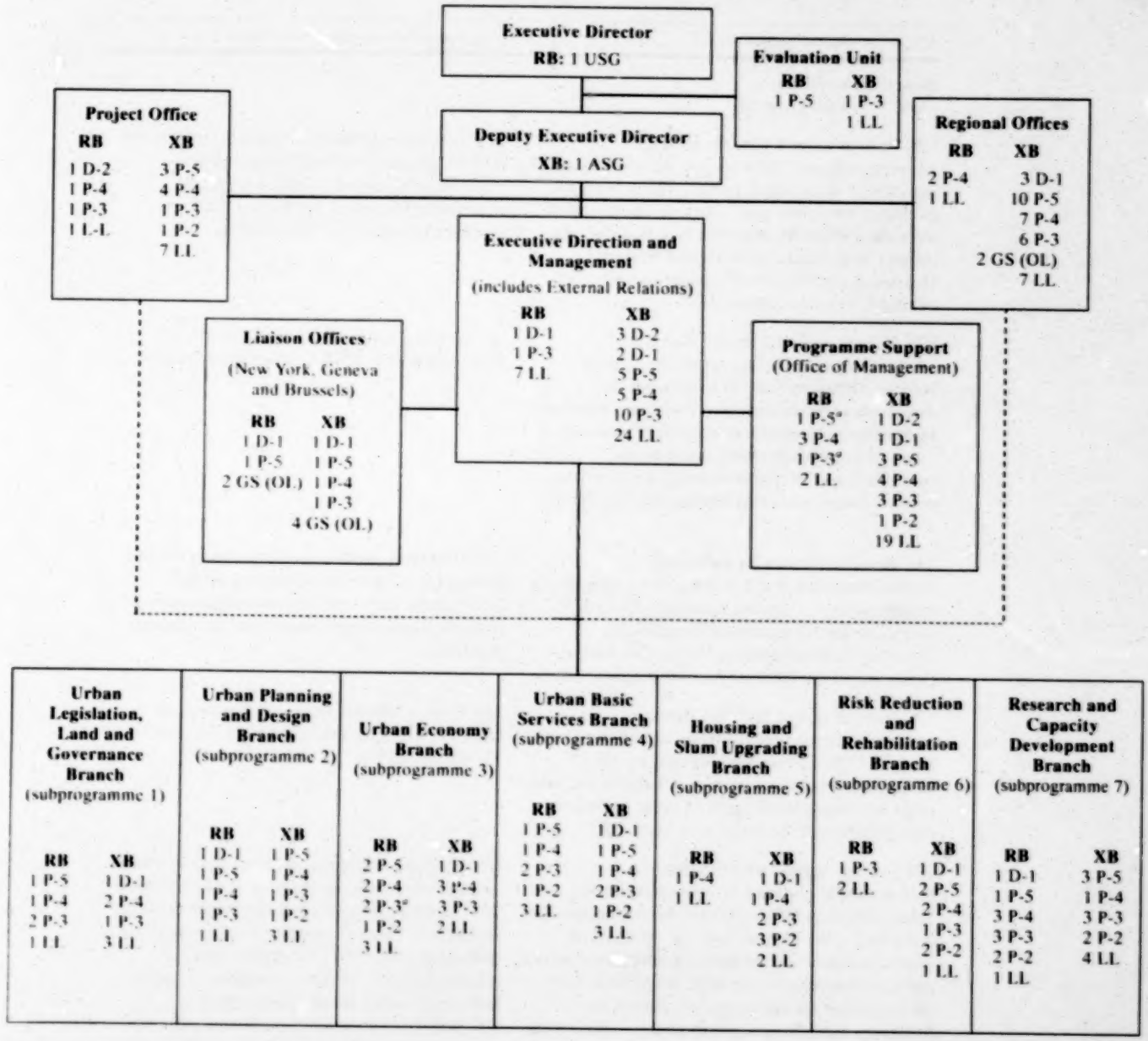
15.97 The amount of $1,812,100 for post requirements, reflecting a net increase of $376,800, would provide for 7 posts (1 P-5, 3 P-4, 1 P-3 and 2 Local level). The net increase reflects the inward redeployment of one P-5 and one P-3 post from the Office of the Executive Director and an outward redeployment of one P-3 post to subprogramme 3, Urban economy, owing to the reorganization of the programme and the realignment of resources mandated by the Governing Council in resolution 23/11.

15.98 The amount of $101,400 for non-post resources, reflecting an increase of $3,100, would provide primarily for consultants, travel of staff, contractual services, general operating expenses and other operational requirements. The net increase under non-post resources is mainly due to additional requirements for consultants and increases in the rates of common services provided to the organization by the United Nations Office at Nairobi, partially offset by reductions in communications costs and contractual services, usage of paper and supplies and acquisition of new furniture in line with the Secretary-General's report on the budget outline as reflected in table 15.7.

15.99 During the biennium 2014-2015, expected extrabudgetary resources amounting to $8,326,700 will provide for 32 posts (13 Professional and higher category and 19 Local level) and non-post resources to support the implementation of the programme of work of UN-Habitat.

Annex I

Organizational structure and post distribution for 2014-2015


Executive Director
RB: 1 USG
Evaluation Unit
RB: 1 P-5
XB: 1 P-3, 1 LL
Project Office
RB: 1 D-2, 1 P-4, 1 P-3, 1 L-L
XB: 3 P-5, 4 P-4, 1 P-3, 1 P-2, 7 LL
Deputy Executive Director
XB: 1 ASG
Regional Offices
RB: 2 P-4, 1 LL
XB: 3 D-1, 10 P-5, 7 P-4, 6 P-3, 2 GS (OL), 7 LL
Executive Direction and Management
(includes External Relations)
RB: 1 D-1, 1 P-3, 7 LL
XB: 3 D-2, 2 D-1, 5 P-5, 5 P-4, 10 P-3, 24 LL
Liaison Offices
(New York, Geneva and Brussels)
RB: 1 D-1, 1 P-5, 2 GS (OL)
XB: 1 D-1, 1 P-5, 1 P-4, 1 P-3, 4 GS (OL)
Programme Support
(Office of Management)
RB: 1 P-5*, 3 P-4, 1 P-3*, 2 LL
XB: 1 D-2, 1 D-1, 3 P-5, 4 P-4, 3 P-3, 1 P-2, 19 LL
Urban Legislation, Land and Governance Branch
(subprogramme 1)
RB: 1 P-5, 1 P-4, 2 P-3, 1 LL
XB: 1 D-1, 2 P-4, 1 P-3, 3 LL
Urban Planning and Design Branch
(subprogramme 2)
RB: 1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 LL
XB: 1 P-5, 1 P-4, 1 P-3, 1 P-2, 3 LL
Urban Economy Branch
(subprogramme 3)
RB: 2 P-5, 2 P-4, 2 P-3*, 1 P-2, 3 LL
XB: 1 D-1, 3 P-4, 3 P-3, 2 LL
Urban Basic Services Branch
(subprogramme 4)
RB: 1 P-5, 1 P-4, 2 P-3, 1 P-2, 3 LL
XB: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 3 LL
Housing and Slum Upgrading Branch
(subprogramme 5)
RB: 1 P-4, 1 LL
XB: 1 D-1, 1 P-4, 2 P-3, 3 P-2, 2 LL
Risk Reduction and Rehabilitation Branch
(subprogramme 6)
RB: 1 P-3, 2 LL
XB: 1 D-1, 2 P-5, 2 P-4, 1 P-3, 2 P-2, 1 LL
Research and Capacity Development Branch
(subprogramme 7)
RB: 1 D-1, 1 P-5, 3 P-4, 3 P-3, 2 P-2, 1 LL
XB: 3 P-5, 1 P-4, 3 P-3, 2 P-2, 4 LL

* Inward redeployment.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/67/5/Add.8, chap. II)	
UN-Habitat agreed with the Board's recommendation that it review the costs and benefits of introducing procedures to mitigate exchange rate risks and losses. In coordination with the United Nations Office at Nairobi, and subject to guidance from United Nations Headquarters, this could include commercially available solutions (para. 24).	In accordance to General Assembly resolution 67/246, United Nations Headquarters is exploring the option to utilize forward purchasing to protect the United Nations against exchange rate fluctuations.
UN-Habitat agreed with the Board's recommendation that it request the United Nations Office at Nairobi to enhance the disclosures within its future financial statements by inserting a footnote to statement I stating the value of negative entries caused by the cancellation of obligations created in previous periods for projects that remain ongoing (para. 29).	All such disclosures will be made in accordance with IPSAS, when implemented.
The Board reiterates its previous recommendation that UN-Habitat set up specific arrangements to fund its liabilities for end-of-service and post-retirement benefits, for consideration and approval by its Governing Council and the General Assembly (para. 36).	UN-Habitat is seeking guidance from United Nations Headquarters, following which UN-Habitat may seek relevant authorization from the Governing Council and the General Assembly.
UN-Habitat agreed with the Board's recommendation that UN-Habitat and the United Nations Office at Nairobi investigate all unsupported balances within its ledgers and take steps to cleanse the ledgers of these balances through appropriate write-offs (para. 39).	The United Nations Office at Nairobi, on behalf of UN-Habitat, reconciled the data by 31 March 2013.
UN-Habitat agreed with the Board's recommendation that UN-Habitat, with the United Nations Office at Nairobi, strengthen the controls for the capture and recording of its assets, ascertaining the reasons why assets with a combined purchase cost of $1.88 million were omitted from its asset registers during the biennium and taking steps to address accounting and control weaknesses (para. 42).	UN-Habitat revalidated its asset data to ensure completeness and accuracy as at 31 December 2011 and has strengthened its review process since then. There is an asset focal point in each outposted office. The focal point has responsibility to ensure a complete, accurate and timely submission of asset data to UN-Habitat. The head of outposted offices is now formally requested to review and certify the office's asset data submission for

Brief description of the recommendation	*Action taken to implement the recommendation*
	completeness and accuracy. UN-Habitat now undertakes more quality assurance reviews over data submitted by outposted offices with analysis and follow-up of discrepancies and exceptions. In January 2013 UN-Habitat appointed a Property Management Officer with formal responsibilities over asset and inventory management.
UN-Habitat agreed with the Board's recommendation that it establish a simple organization-wide risk management approach, building on its initial work and existing reporting arrangements, and aligned with recent United Nations Headquarters developments during 2012 (para. 45).	UN-Habitat, with the assistance from United Nations Headquarters, is working on the development of a risk management framework.
UN-Habitat agreed with the Board's recommendation that it (a) require requisitioners to channel through the Procurement Section all procurement requirements that fall under the procurement delegation of the United Nations Office at Nairobi, so that only the Procurement Section of that Office creates commitments to vendors; (b) review reports on its use of waivers and ex post facto approvals, to assure itself that their use is justified; and (c) where there is evidence that a waiver or ex post facto was not appropriate, take action to prevent it happening in future (para. 51).	UN-Habitat, with the assistance of the United Nations Office at Nairobi continues to provide training on the procurement process to its staff in order to adhere to the procurement regulations and rules. Also, UN-Habitat has been reviewing the procurement reports provide by the United Nations Office at Nairobi.
UN-Habitat agreed with the Board's recommendation that UN-Habitat and the United Nations Office at Nairobi agree on a detailed and costed delivery plan that covers all aspects of IPSAS implementation, setting out the key milestones to be achieved from the present time until the delivery of the first set of IPSAS-compliant financial statements in 2014 (para. 57).	UN-Habitat and the United Nations Office at Nairobi now have received and accepted an IPSAS implementation action plan.
UN-Habitat agreed with the Board's recommendation that it clarify its plan for funding its implementation of IPSAS (para. 59).	UN-Habitat, on a cost-sharing basis with the United Nations Environment Programme (UNEP) and the United Nations Office at Nairobi, will provide funding for posts dedicated to the implementation of IPSAS. UN-Habitat participates in the joint UNEP/ United Nations Office at Nairobi/UN-Habitat IPSAS working groups. In addition, UN-Habitat, the United Nations Office at Nairobi and UNEP cost-share training

Brief description of the recommendation	*Action taken to implement the recommendation*
	resources to minimize incremental costs. The "Train the Trainers" programme has been completed and the staff members in finance and related areas have been trained in IPSAS.
UN-Habitat agreed with the Board's recommendation that it (a) urgently develop a detailed plan for implementation of changes necessary to allow programme development and performance management to be aligned to its new strategic themes, including time scales, milestones for the implementation of key changes, details of performance reporting arrangements and likely resource implications; and (b) communicate the plan to staff so they understand the changes and in turn communicate effectively with stakeholders (para. 63).	A transition plan detailing the implementation of the 2008-2013 strategic and institutional plan and of new strategic themes through the new organizational structure was prepared, approved and shared within the organization. A plan on new policies needed to implement the organizational reform was prepared and implemented, and all policies have been disseminated to all staff. Regular updates on the organizational reform have also been made to the Committee of Permanent Representatives, the Staff-Management Consultative Committee and major donors.
UN-Habitat agreed with the Board's recommendation that it enhance its performance reports by December 2012 to include (a) an assessment of actual against expected expenditure at both project level and programme levels; and (b) explanation of variances in terms of both utilization rates and performance against targets (para. 68).	The newly developed project accrual and accountability system is now providing project financial performance assessment between budget and actual expenditures.
UN-Habitat also agreed with the Board's recommendation that it (a) verify that evidence to support reported performance is robust; and (b) given the number of activities that support its reported performance, consider adopting a sample-based verification process (para. 69).	UN-Habitat has made improvements in its collection of evidence to support reported programme results and uses the United Nations-wide system, the Integrated Monitoring and Document Information System (IMDIS), for tracking performance indicators and collecting evidence. In its latest request for information on programme performance for the 2012 progress report on the medium-term strategic and institutional plan, the UN-Habitat Office of Management organized a comprehensive information session for senior managers and IMDIS focal points and highlighted the need to ensure that all results or outputs reported as achieved or delivered are supported by robust evidence. UN-Habitat has already started collecting evidence and attaching it in IMDIS, as well as collating others in a file. The Office of management started a sample-based verification process beginning on end of March 2013.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Habitat further agreed with the Board's recommendation that, when developing its new strategic plan, UN-Habitat make better use of existing data to set robust, realistic and measurable performance indicators that are sufficiently challenging and minimize the need for detailed explanation for stakeholders (para. 70).	The new strategic plan for 2014-2019 is developed and sets robust, realistic and measurable performance indicators; these indicators are also included in the biennial programme plan for the biennium 2014-2015.
UN-Habitat agreed with the Board's recommendation that it urgently share with United Nations Headquarters its proposal and specifications for a project accounting and accruals system, to determine whether and how it should be integrated with Umoja (para. 74).	In June 2012, UN-Habitat submitted for formal review and approval its proposal and specifications for the project accrual and accountability system that also provided specification regarding the integration with IMIS and Umoja.
UN-Habitat agreed with the Board's recommendation that its Senior Management Committee regularly review, at least every six months, performance and progress against the biennial work programme and budget, documenting its review and the actions to be taken (para. 77).	The Senior Management Committee will review performance and progress against UN-Habitat's biennial work programme and budget as reflected in the progress report of December 2012 on the medium-term strategic and institutional plan in its upcoming meetings in March. The deliberations of the meeting will include a review of the progress report by focus area, with each manager making a brief presentation, responding to queries and agreement reached on any action to be taken. All this will be recorded in the official minutes. UN-Habitat will request the Governing Council during its twenty-fourth session in April 2013, to report on progress made in implementation of the medium-term strategic and institutional plan and the biennial work programme and budget on an annual rather than six-monthly basis, which will reduce the reporting burden while enabling the reports to focus on results rather than outputs and activities.
UN-Habitat agreed with the Board's recommendation that it determine the best way to both gather and disseminate learning from project evaluations (para. 81).	A new UN-Habitat evaluation policy was approved by the Management Board in March 2013. The policy specifies that all projects will have self-evaluations and that the findings and lessons learned will be synthesized in a six-monthly evaluation report that will be presented to the UN-Habitat Board for decision-making and to all staff for learning.

Annex III

Outputs included in the biennium 2012-2013 not to be delivered in 2014-2015

A/66/6 (Sect. 15), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Executive direction and management			
15.34 (b) (i)	Recurrent publication: *Urban World* in English	8	UN-Habitat is streamlining its reports and reducing hard-copy distribution and the number of publications.
	Subtotal	**8**	
Monitoring the Habitat Agenda (former subprogramme 2)			
15.48 (b) (i)	Recurrent publication: *Global Report on Human Settlements*	1	UN-Habitat is streamlining its global reports, therefore it is merging its two flagship reports, *State of the World Cities Report* and *Global Report on Human Settlements*, into one flagship report, *World Cities Report*.
15.48 (b) (i)	Recurrent publication: *State of the World Cities Report*	1	UN-Habitat is streamlining its global reports, therefore, it is merging its two flagship reports, *State of the World Cities Report* and *Global Report on Human Settlements*, into one flagship report, *World Cities Report*.
	Subtotal	**2**	
Human settlements financing (former subprogramme 4)			
15.61 (b) (i)	Recurrent publication: State of Water and Sanitation in the World's Cities	1	UN-Habitat is streamlining its global reports, therefore, there will only be one flagship report for the agency.
15.61 (b) (i)	Recurrent publication: UN-Habitat chapter of the World Water Development Report	1	UN-Habitat will continue to contribute to the World Water Development Report but this should not have been reflected as a recurrent publication.
15.61 (b) (i)	Recurrent publication: Water And Sanitation Trust Fund annual monitoring report	1	It is replaced by an annual report on urban basic services.
	Subtotal	**3**	
	Total	**13**	